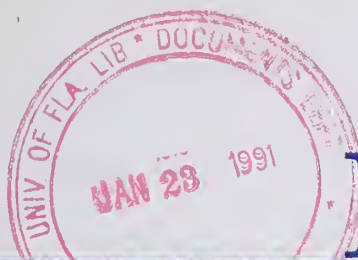


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Collector's Edition

1990

Recruiter Journal



Challenge '90

CG's Team Excellence Award for FY 90

The following companies are recognized as the FY 90 CG's Team Excellence Award winners. The companies achieved combined mission box for FY 90.

1st Brigade

Company	Battalion
Washington	Baltimore
Boston	Boston
Cape Cod	Boston
Providence	Boston
Worcester	Boston
North Shore	Boston
Bangor	Brunswick
Manchester	Brunswick
Portland	Brunswick
Hartford	New Haven
New Haven	New Haven
Bridgeport	New Haven
Springfield	New Haven
Philadelphia	Philadelphia
Fairmont	Pittsburgh
Binghamton	Syracuse

4th Brigade

Company	Battalion
Homewood	Chicago
Suburban	Cincinnati
Newark	Columbus
Columbus	Columbus
Lima	Columbus
Lancaster	Columbus
Ft. Wayne	Indianapolis
New Castle	Indianapolis
Metro	Indianapolis
Bay City	Lansing
Flint	Lansing
Grand Rapids	Lansing
Sioux Falls	Omaha

6th Brigade

Company	Battalion
Anchorage	Honolulu
Norwalk	Los Angeles
Los Angeles	Los Angeles
Phoenix	Phoenix
Las Vegas	Phoenix
Tempe	Phoenix
Chico	Sacramento
Stockton	Sacramento
Sacramento West	Sacramento
San Bernardino	Santa Ana
San Diego South	Santa Ana
Seattle	Seattle

2d Brigade

The 2d Recruiting Brigade also won the CG's Team Excellence Award for FY 90.

Company	Battalion
Albany	Atlanta
Atlanta	Atlanta
Fayetteville	Raleigh
Raleigh	Raleigh
Greenville	Raleigh
Aquadilla West	San Juan
San Juan East	San Juan
Ft. Lauderdale	Miami
Tampa	Miami
Sarasota	Miami
Palm Beach	Miami
Daytona	Jacksonville
Valdosta	Jacksonville
Jacksonville	Jacksonville
Orlando	Jacksonville
St. Petersburg	Jacksonville
Dothan	Montgomery
Mobile	Montgomery
Montgomery	Montgomery
Nashville	Nashville
Knoxville	Nashville
Gallatin	Nashville
Norfolk	Richmond
Richmond	Richmond

5th Brigade

Company	Battalion
El Paso	Albuquerque
Ft. Worth	Dallas
Plano	Dallas
Houston North	Houston
Hattiesburg	Jackson
Jackson	Jackson
Jonesboro	Jackson
Kansas City	Kansas City
Joplin	Kansas City
Salina	Kansas City
Monroe	Little Rock
Little Rock	Little Rock
Shreveport	Little Rock
Biloxi	New Orleans
New Orleans	New Orleans
Lawton	Oklahoma City
McAllen	San Antonio
San Antonio West	San Antonio
San Antonio East	San Antonio

Recruiter Journal

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MG Jack C. Wheeler
Commanding General
LTC Alexander Angelle
Public Affairs Officer

Barbara Sorensen
Managing Editor

Kathleen Welker
Editor

Diane Richardson
Contributing Editor

Michell Hall
Editorial Assistant

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Stan Cordell,
Public Affairs
Specialist, Adver-
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Affairs Direc-
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U.S. ARMY

RECRUITING COMMAND

SERVICE OF CHOICE FOR AMERICA'S YOUTH AND EMPLOYERS

KEY BELIEFS — HOW WE WILL ALWAYS ACT

- RESPECT FOR PEOPLE
- INTEGRITY IN ALL OPERATIONS

KEY GOALS — WHAT WE MUST ACCOMPLISH

- PROVIDE THE STRENGTH FOR THE NATION
- INCREASED MARKET SHARE OF QUALITY RECRUITS
- INCREASED EMPLOYER AWARENESS
- BEST IN CLASS
 - PEOPLE
 - ENLISTMENT OPTIONS
 - MARKETING AND ADVERTISING
 - ACCESSION PROCESSING
 - SERVICE TO CUSTOMERS
- LOW COST PRODUCER
- ALUMNI PLACEMENT AND AFFILIATION

KEY INITIATIVES — HOW WE WILL DO IT

- QUALITY ACHIEVEMENTS BY FY95
 - ENLISTMENT PACKETS (95%)
 - CONVERSION RATE (80%)
 - DEP SUSTAINMENT (95%)
- REDUCTION IN PROCESSING TIME
- TEAMWORK WITHIN AND BETWEEN ORGANIZATIONS
- IMPROVED PERFORMANCE AGAINST STANDARDS
- ACCESS TO CIVILIAN JOB INFORMATION

FY 90 USAREC meets the Challenge



MG Jack C. Wheeler

FY 90 was a super year for the U.S. Army Recruiting Command, and you—recruiters, supporting staff, and families—made the difference. In the history of the all-volunteer Army, there has never been a year like fiscal year 1990 for the Recruiting Command.

It was a quality year. More than 95 percent high school diploma grads; more than 67 percent I-IIAs; and less than 2 percent CAT IVs. And Reserve quality was just as impressive. If USAREC were a winery, we would have taken a gold medal on vintage year '90.

You did it; you knew you could and you did. Now, stand proudly as Americans, dedicated soldiers and impeccable recruiters. Thank you for your spirit and energy this last year. And thank you to the spouses and families who supported these fine soldiers as they provided the strength.

Because of you, the Army is getting a crop of the highest quality new recruits in its 200-plus history. Now it may not put us in the Guinness Book of World Records, but rest assured, USAREC has made the Army, this country and the world sit up and take notice.

For as you know, the United States has taken a stand. And because of you, it has the quality Army to back that stand. The United States and our Allies have launched what history will judge as one of the most important deployments of allied military power since World War II.

We know that it is not hardware that defends this country—it's soldiers. The Pentagon can design any whiz bang gizmo it wants, but it takes smart soldiers to make the decisions.

And it's not hardware, it's soldiers who provide the strength—you provide the strength. Be assured, your country needs you. Soldiers and civilians of the Recruiting Command, you are all that stand between success and failure in providing the strength.

And like never before we must be diligent in finding and

recruiting the highest quality soldiers possible. Our nation is facing unprecedented challenges in an increasingly complex, volatile and unpredictable world. You are soldiers, and you know the seriousness of our mission. Recruit soldiers like yourselves: Smart. Capable. Tough. Proud. Recruit soldiers like yourselves: Quality.


The high quality of the American soldier—a combination of intelligence, initiative, combat skill, tenacity and physical toughness—has been a traditional source of strength for this country.

If last year taught us anything, it taught us that we must be prepared, because we will be challenged. For the world, this country and the Recruiting Command, the questions far outweigh the certainties. But for USAREC to be a success we must meet the challenges. "We" means everyone of us—together—equally. To fulfill our military duty and patriotic obligations, we must count on the determination of each and every one of us.


And, members of the Recruiting Command, we have an important obligation to this nation in terms of another crisis—the education crisis. With 700,000 young people letting go of their dreams every year, this nation is facing an epidemic of failure. The bottom line is we can't afford not to get involved. It's not just a question

of finding quality men and women for the Army. It's a question of preserving this great country. You are fine examples yourselves; be the role models these young people so desperately need to stay in school and stay off drugs. Save a dream.

Fiscal year 1990 was a challenge and you—recruiters, supporting staff, and families—made it the top in the history of the all-volunteer Army for quality recruits. Stellar recruiters, there will always be obstacles to overcome and unforeseen variables to counter; but this is your time, your opportunity to forge a legacy, to write history. Meet the challenge; recruit with integrity.



***'USAREC has
made the Army,
this country and
the world sit up
and take notice—
there has never
been a year like
FY 90'***



Record-breaking quality in '90

This year's contracts were written against a backdrop of astonishing world events

The exceptional end-of-year numbers for the U.S. Army Recruiting Command tell only part of the story. The command goes down in history this year with some of the highest enlistment quality numbers since the beginning of the all-volunteer Army. However, the command's record should also reflect that this year's contracts were written against a backdrop of often astonishing world events.

And what a year it has been: the Berlin Wall came tumbling down, the Soviet Union began gesturing toward capitalism, the U.S. military deployed to Panama for a quick operation and then a scant eight months later took off again to stand ready with friendly nations in the Middle East.

Throughout these dynamic times, the command's 5,000 on-production recruiters, commanders and supporting staff were never diverted from their primary mission—recruit quality in the numbers necessary to maintain a combat-ready Army.

The fiscal year 1990 RA accessions mission dropped in increments during the 12 months from 119,000 to end out the year at more than 89,500. Recruiters ramped up on first quarter enlistments, turned the throttle down in the middle of the FY to keep pace with dropping mission numbers and then revved up smartly in the last weeks of the FY to finish the year on target.

Quality marks for the fiscal year included more than 95 percent high school diploma graduates. Sixty-seven percent scored in the top half of the Armed Forces Qualification Test and less than two percent ranked in the lowest acceptable test-score category for Army enlistment.

Ninety-seven of every 100 new infantry soldiers in FY 90 left for basic training with their high school diplomas in hand. Armor and artillery soldiers followed suit with 94 and 93, respectively, of every 100 new soldiers tucking a high school sheepskin in their duffle bag before leaving for basic training.

That effort has not gone unnoticed. MG Thomas C. Foley, the commander of the U.S. Army Armor Center and Fort Knox wrote in a letter to MG Wheeler: "Thanks for the outstanding tankers and scouts your recruiters have brought into our Army this year."

Despite being smack in the middle of the now-infamous "baby bust"—facing a shrinking target population pool—recruiters have been consistently recruiting high quality soldiers. Recruiters have targeted high-grads as a source to fill the baby-bust gap.

The "quality within quality" numbers for FY 90, or high-grad

enlistments, reached more than 7,500 new recruits. High-grads have 13 or more years of formal education.

Incentives approved by Congress in the last year were designed to help recruiters attract the high-grad market. FY 90 was the first that offered the Loan Repayment Program to eligible recruits in all 260 MOSs. In addition, the year's newest incentives included advanced promotion for eagle scout and girl scout gold award recipients and promotion to specialist for those enlisting with a four-year college degree.

The command's Army Reserve mission also took a dip in the year from more than 65,000 down to slightly more than 57,500. However, like the Regular Army, Army Reserve quality marks also rose for the year. Of non-prior service Army Reserve accessions in FY 90, 91 percent had a high school diploma, up from 86 percent in FY 89 and up dramatically from the 51 percent in 1980.


Test scores were up also; 65 percent of the Army Reserve's non-prior accessions scored in the top half of the Armed Forces Qualification Test. This is up from 60 percent for FY 89. Test Score Category IV was held at below 6 percent

for the year, a decrease of 2 percent over the previous fiscal year and right on the money for DA target quality ceilings for FY 90.


USAREC achieved its RA and USAR officer missions for FY 90, with some over-production.

- The RA Officer Candidate School mission was 96.
- The RA Warrant Officer Flight School mission was 370. The command's mission for FY 91 is 366.
- The USAR Warrant Officer Flight School mission was 38. The FY 91 mission is projected at 45.
- The RA Army Nurse Corps mission was 385. A new nurse incentive, a \$5,000 lump sum payment at the first duty station, helped secure the nurse mission in FY 90.
- The USAR Army Nurse Corps mission was 1,750.

In addition, the command filled 100 percent of its COHORT mission. And USAREC also achieved its FY 90 ROTC mission.



Recruiters, commanders and their supporting staff never diverted from their primary mission—maintain a combat-ready Army with quality recruits



The Recruiting Family

Year-long family effort

The culmination of the year-long efforts of Army families to voice their concerns is the Army Family Action Plan Planning Conference. This year the conference was held in Arlington, Va., Oct. 22-26, and was attended by the following members of the USAREC family:

Delegates

Mrs. Ruth A. Cobbett, HQ USAREC

MAJ Phillip Perkins, HQ USAREC

Mrs. Debra R. Dean, 1st Bde

Mrs. Angela D. Dunne, Baltimore Bn

Mrs. Yvonne Brannen, Montgomery Bn

Mrs. Angela M. Cameron, Raleigh Bn

SGT Edward Palmer, 4th Bde

Mrs. Ester Olson, Minneapolis Bn

Mrs. Judith Canady, 5th Bde

Mrs. Patricia Davenport, Dallas Bn

Mrs. Mary E. Cifer, Honolulu Bn

Facilitators

Mrs. Kay Henry, HQ USAREC

Mrs. Carol Hammersen, New Orleans Bn

Recorders

Mrs. Lori Davis, St. Louis Bn

Mrs. Jacqueline Lenhardt, HQ USAREC

Mrs. Lila Carlen, Louisville Bn

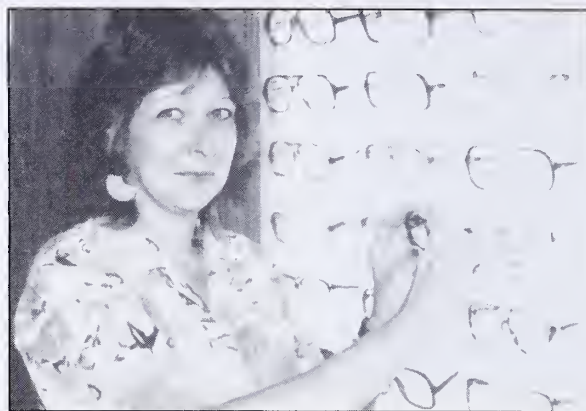
SSG Dave L. Miles, RSC

All American

After eleven years of hanging in there as a recruiting family, SFC John Walsh, wife Mary, son Jackie, and daughters Jennifer and Jillian are in the running for the DoD Great American Family award. The Harrisburg Battalion Walshs have already received the New Cumberland Army Depot and Depot Systems Command Great American Family Award. Mary's advice is "get a life of your own, but don't shut your spouse out."



SFC John Walsh, Harrisburg Bn., and his family receive a local award as a Great American Family.



Joan E. Spencer, wife of SFC Alan Spencer, works at the AAFES Optical Shop on Fort Meade. (Photo by Keith Matyi)

Voice of Experience

Recruiting humor as only a spouse could muster is the trademark of Joan Spencer, regular contributor to Baltimore Battalion's *The Conqueror*. She is the wife of operations NCO SFC Alan Spencer and author of articles on USAREC sponsorship, on-post living, and "A Recruiting Spouse's Guide to a Better Quality of Life."



New Orleans Saint

Mrs. L.T. McDermott

She's considered an angel of mercy throughout the battalion for her fund-raising and support efforts with Army Community Service. Mrs. L.T. McDermott has been involved with ACS since 1985, when spouse SFC Chris McDermott was assigned to the New Orleans Recruiting Battalion. She sends regular mailings of information to recruiter spouses and has set up a loan closet of household items for battalion newcomers. The McDermott's have three children: Jamie, 19, Christopher, 10, and Cavlin, 4.

Put it in Writing

Spouses in Baltimore Battalion are taking their family support efforts one step further—they're developing a Family Support Group Handbook. Spearheaded by Mrs. Trish Hagen and Mrs. Clarise Soper, the Baltimore support group meets quarterly to discuss and implement new ideas and support the sponsorship program for newly arriving families.

1st U.S. Army Recruiting Brigade

1st is first in FY 90 for GSMA, GSA, and WOFT production; the 1st Recruiting Brigade ranked #1 in USAREC for these categories. During the year, it increased its contract write-rate by 32.8 percent in GSA and 31.9 percent in GSMA during the fiscal year. Four of 1st Brigade's battalions ranked in the top 10 for USAREC for GSMA and GSA production. It didn't stop there—the brigade also overproduced for 178 percent of its WOFT annual mission, and finished the year having made 100 percent of its USAR volume mission.

The 1st Brigade has 2,507 outstanding soldiers and civilians assigned to the brigade headquarters and its 11 battalions, 58 companies and 430 recruiting stations. Commanded by COL Arthur T. Dean, the 1st Brigade spans the northeast coast from New England to northern Virginia.

Treat others well

SGT Russell K. Elmy, 1st Brigade RA top producer, has been two years at Poughkeepsie RS and is Albany Battalion's top RA recruiter for FY 90. "To be successful," he says, "always treat other people like you would like to be treated." This philosophy works well for him, as this year he made 205 percent volume, with 100 percent GSFA and 300 percent GSMA. Originally from Syracuse, N.Y., this top RA producer for 1st Brigade is married to Kelly, and was a motor transport operator before coming to recruiting.



Think recruiting

SFC Ronald F. Johnson thinks if you've got it, use it. The 00E from Boston Battalion advises that everyone should use DTPs, DEPs and COLs to get those referrals. Johnson used his own advice and made 312 percent of his quality mission in FY 90. Overall he was 226 percent on his FY 90 mission. The former Marine was a criminal investigator with New York state before coming to recruiting in 1988. His hometown is Albany, N.Y., and his wife's name is Sarah. He believes that being a success, which led him to being named the top USAR producer for the 1st Brigade, depends on teamwork between RA and USAR recruiters. And he advises, "Think recruiting, live it!"



Be persistent

SFC Frank Strickland of Syracuse Battalion made 122 percent of his RA nurse mission, ranking him as a top producer for 1st Recruiting Brigade. "I go back to basics. I am persistent, follow up and have faith in God," the Georgia native said. He has been with the battalion since 1984 and has been in the Buffalo Nurse Recruiting Station since 1988. He and his wife, Susan, have one son. He is station commander of Buffalo Nurse Station.

Total picture

SFC Kenneth Diaz is a USAR nurse recruiter with Syracuse Battalion. His outstanding numbers in FY 90 make him a top producer for the 1st Recruiting Brigade. The ring recruiter became a nurse recruiter in March 1989. "I sell the total picture of the Army Nurse Corps, am honest and sincere about the role of Army nurses. I find it a real pleasure working with nurse professionals," Diaz, wife Patricia, and their two children live near Cincinnati, his hometown.

Top left. SGT Russell K. Elmy
Top right. SFC Ronald F. Johnson
Bottom left. SFC Frank Strickland
Bottom right. SFC Kenneth Diaz

(Note: These four recruiters and the soldiers who appear on the following pages were selected to represent their units as top producers in FY 90. These recruiters may or may not have been selected also as representatives in the USAREC Recruiter of the Year Awards or CG's Top 55. Unfortunately, space does not allow us to include all the outstanding members of USAREC on these pages.)

Albany

"We were there when the Wall came down and we were in Saudi Arabia a year before the start of Operation Desert Shield," said LTC Phil Pearce, commander of the U.S. Army Albany Recruiting Battalion. Europe Company enlisted a recruit in Saudi Arabia last year. Ten recruiters in Europe Company cover 80,000 miles overseas and process their own packets. Albany Battalion in New York encompasses 19 counties in northeastern New York and Vermont. It also recruits in Europe, Northern Africa and the Middle East.

Good support

SFC Roger A. Miller says the support of his wife, Kathleen, helped him earn honors as the top USAR production recruiter for Albany. Miller, a combat engineer, achieved 136 percent volume mission for FY 90.

"Any recruiter in USAREC," he says, "can be successful if he works hard and has the support of his wife."

Better chance

SFC Vincent J. Carlotti Jr. is Albany's top nurse recruiter for FY 90. He achieved 157 percent of his packet mission for FY 90. He calls Albany home and says, "The more people you work, the better chance you have to be successful."

Baltimore

"Strength, dependability and integrity" are the trademarks of the U.S. Army Baltimore Recruiting Battalion, located at Fort Meade, Md. Known as "The Conquerors," the battalion is proud of its leaders, recruiters, support team and recruiting record. The battalion directs recruiting efforts to more than 275 recruiters assigned

to seven companies and 55 stations. The battalion covers more than 15,000 square miles.

DEPers work

SFC Ronald Emmons achieved 236 percent of his FY 90 mission making him a top RA recruiter for Baltimore. A former military policeman, now 00R, Emmons and his wife, Sandra, have one daughter, La Toya, 8. Emmons believes a successful recruiter has his DEPs working for him. "Use the promotion opportunities for DEPs to get those referrals."

Sauls' key

SFC David Sauls, a nurse recruiter with Baltimore for two years, enjoys success in one of the toughest recruiting assignments. He achieved 109 percent of his mission for FY 90, making him a top nurse recruiter for the battalion. Sauls and his wife, Elizabeth, have a six-month-old son, Andrew. "Knowledge, integrity and professionalism are the key to excellent recruiting," the Seymore, Ind., native said.



Army Chief of Staff GEN Carl E. Vuono discusses recruiting. Seated behind the general is now COL T.N. McCarther, New York City Battalion commander.



1st Brigade

Contagious

SSG Carmen Evans, a USAR recruiter with Baltimore, believes her enthusiasm and love of the job are contagious. RA recruiter since July 1988, Evans completed a successful 131 percent of mission. "To be a good recruiter—to do any job well—one must really love the job and believe in it," she says. Originally from Panama, she is the mother of three girls.

Measure of success

SSG Sharee L. Janda says careful time management is the key to being a successful recruiter. A USAR nurse recruiter with Baltimore, Janda's success is measured by her 147 percent mission accomplishment in FY 90. Janda is married to Kenneth R. Little and is the mother of three.

Boston

The U.S. Army Boston Recruiting Battalion is situated in the nation's eighth largest market, known as a leader in medicine, education and electronics. Boston has a concentration of Reserve medical units, and the battalion's recruiters have been successful filling medical vacancies. Boston has made mission box 12 consecutive months.

Work ethic

SSG Randy J. Brown is Boston's top RA volume producer for FY 90. He produced 342 percent and 358 percent GSA for FY 90. He did it "by conducting myself as a professional NCO, and by establishing a good work ethic." His wife's name is Tanya.

Top of the hill

SFC Ricky J. Henager is Boston's top GSA RA producer for FY 90. The 00R believes "if you shoot for the top of the hill and miss, you're still in the valley. Commit to writing one more contract than anyone else could possibly want, need or expect." His wife's name is Joyce.

Brunswick

The U.S. Army Brunswick Recruiting Battalion achieved combined mission box for FY 90, the first time in recorded history.

Stellar year

SSG Arnold F. Ridley Jr. was named the FY 90 top RA recruiter for the Brunswick Battalion. He is assigned to the Lewiston Recruiting Station. The 00R was assigned to USAREC in November 1988. He has one son, Michael, 8.

Decorated

SFC David G. Roberts, who was awarded the Bronze Star and Purple Heart during his Army service, has been named the top USAR recruiter for Brunswick Battalion in FY 90. He has been assigned to USAREC since 1979 and has three children, Scott, 22, Sean, 20, and Alexandra.

Nurse

SFC Keith M. Antworth overproduced on his nurse mission for FY 90, making him one of the top producers for Brunswick Battalion. He has been with USAREC since 1987. The 00R has one son, Keith, 20.

Counselor

SFC David A. Brooks was recognized as one of Brunswick's top guidance counselors for FY 90. He was assigned to USAREC in 1983. He and his wife, Judith, have three children, David, 21, Nancy, 20, and Eldon, 15.



1st Brigade

Battalion top USAR guidance counselor. Caldwell credits product knowledge, integrity and self-satisfaction as keys to success.

Own reason

SFC Donald P. Myers is the top RA guidance counselor for Newburgh Battalion. He says, "Find your own reason to do the job to the best of your ability." His wife's name is Josephine.

New Haven

New Haven Battalion made history in FY 90 by achieving Combined Mission Box for the first time ever. Leadership, discipline, and plain old hard work launched New Haven into the upper echelons of recruiting battalions in 1st Brigade and USAREC.

Ability to relate

SSG Alvin Berkley believes part of his success in recruiting is his ability to relate to young people. "Some prospects want training and job experience before going to college," New Haven Battalion's top RA recruiter for FY 90 said. Though he was missioned for 11, he recruited 26 during the year. Berkley's wife, Patricia, was also honored as New Haven's "Family Support Volunteer" for FY 90.

Satisfied

SFC Raymond Riley believes satisfied customers helped him become one of New Haven Battalion's USAR top recruiters for FY 90. "I receive many referrals from former enlistees who are satisfied with their new military careers," he said. Though his mission was 30, he recruited 43. Riley now lives in Dalton with his wife, Shirley.

Strive to match

SSG Jerry M. Hamilton was named top guidance counselor for FY 90 in New Haven Battalion. The D.C. native pulled double-duty for the battalion by being the only Reserve GC servicing two MEPS over 60 miles apart. He said, "I strive to match the applicant with the Army job. Happy applicants hardly QNE." He and his wife, Selena, have three sons.

New York City

A VIP visitor and the launching of the "Stay in School/Stay off Drugs" campaign highlighted FY 90 for the U.S. Army New York City Recruiting Battalion. Army Chief of Staff General Carl E. Vuono visited a station in June. His positive remarks to MG Jack C. Wheeler about his visit prompted a note to NYC Battalion Commander COL T.N. McCarther. The message stated GEN Vuono was "extremely—repeat—extremely impressed with what he saw and heard" during his visit. The battalion also started a dialogue with one of the largest education



The late Pete Linton, former 1st Bde. A&PA chief, is pictured with CPT Fred Parcels, XO of the Newburgh Bn. Mr. Linton died in June, after almost 30 years with USAREC.

Harrisburg

Over the past year, the U.S. Army Harrisburg Recruiting Battalion has moved back into the winner's circle. The "Blue Ribbon" battalion has made great strides by recapturing the quality market and the high school diploma graduate market. The battalion proudly proclaims, "We deliver excellence with pride and professionalism."

Possible to achieve

SSG Allen Blanchette has been with Harrisburg for 18 months and says, "Young men and women see through me what is possible for them to achieve." He achieved recognition as a top RA recruiter for the battalion in FY 90. He calls Pelham, N.H., home, and his wife's name is Jacquelyn. The military policeman says, "If you can sell yourself, you can sell the Army."

Second year a charm

After only two years with Harrisburg Battalion, **SGT Florence E. Carbaugh** is recognized as a top USAR recruiter for FY 90. The 00E, assigned to Scranton Recruiting Station, achieved 125 percent of her annual mission.

Newburgh

LTC Wayne R. Pembroke, commander of the U.S. Army Recruiting Battalion, New-

burgh, announced that the battalion excelled in FY 90. "More than 1,531 bright high school graduates have joined the Regular Army and 1,223 more joined the Army Reserve from the battalion area. They've met the challenge to serve their country and to be all they can be," said Pembroke.

Integrity

SSG Peter Smith, who has been with Newburgh and USAREC for 18 months, is a top RA producer for the battalion in FY 90. His key to success? "A strong work ethic, honesty and integrity."

Enjoy QOL

SFC Timothy K. Hocking is the Newburgh Battalion's top USAR nurse recruiter for FY 90. The five-year recruiting veteran says his philosophy is to "work smart, fast and be independent enough to get the job done. Then enjoy QOL." His wife's name is Patricia.

Right decision

SFC Lillie Battle is Newburgh Battalion's top RA nurse recruiter for FY 90. She says, "Be honest and show applicants you are helping them make the right decision." She has been with USAREC 10 years.

Self-satisfied

SFC Christy Caldwell is the Newburgh

systems in the nation—the New York City public school system. The battalion launched its “Stay in School/Stay off Drugs” campaign with a visit by BG Alfonso Lenhardt.

Selfless teamwork

SSG Joseph Ferrell is the FY 90 top New York City Battalion RA recruiter. He practically tripled his mission during the year. In the last quarter of FY 90, he was acting station commander for the Flatbush station, which achieved combined mission box. Ferrell and his wife, Sylvia, have two children, Joseph, 5, and Sabrina, 10 months.

Totally enjoys

SSG Marlon Date is a New York City Battalion top USAR recruiter for FY 90. Missioned for 48, Date contracted 57 in FY 90. He credits teamwork and a positive attitude for his success. He said, “I totally enjoy the challenge of turning a ‘not interested prospect’ into a contract.” He and his wife Myrtle have a son, Anthony, 3, and a daughter, Ariana, 2.

Philadelphia

The U.S. Army Philadelphia Recruiting Battalion encompasses South Jersey, all of northern Delaware and the five southeastern counties surrounding Philadelphia. In this historic area, major events often focus on Independence Hall. A highlight of FY 90 was a DEP ceremony held at Independence Plaza with MG Jack C. Wheeler promoting 62 DEP members.

Doing his job

SFC Raymond Bing, of the Philadelphia Battalion, says “doing his job” is what made him a top producer for the battalion in FY 90. In FY 90 he made 19 GSA contracts when missioned for 7, and exceeded volume by contracting 27 on a mission of 13. His wife is SSG Linda Bing of the South Philadelphia Recruiting Station.

Work at work

SFC Michael A. Turner is the battalion's top USAR recruiter for the third time in the three years he has been assigned to the Philadelphia Battalion. “When at work, work” is how he describes good recruiting. Turner achieved volume of 60 on a mission of 47 in FY 90. His wife's name is Estelle.

Create luck

SSG Vincent A. Gatling Jr., an RA nurse recruiter for Philadelphia Battalion, believes that “in order to be productive, you must plan properly to create your own luck.” Transferred to the nurse recruiting station in March 1990, he achieved 4 for a mission of 5. His wife's name is Carla.

Practical recruiter

SFC Carol Merritt is a practical nurse who is also the top USAR nurse producer in FY 90 for the Philadelphia Battalion. Merritt previously served as NCOIC of Hospital/Nursing and Development for a Delaware hospital. She and husband, James, live in Wilmington with their two children.

1st Brigade

Pittsburgh

The U.S. Army Pittsburgh Recruiting Battalion was flying high in FY 90, achieving 400 percent of their WOFT mission, making them number one in the command. The battalion also put together the largest DEP promotion ceremony in the command's history: 135 DEP members were promoted on Memorial Day during a ceremony attended by MG Jack C. Wheeler, USAREC commander.

Phone power

SSG Gregg Funk wrote 23 contracts when missioned for 19 during FY 90. He credits “self-motivation, a whole lot of phone power and face-to-face prospecting” as key to his being named a top RA recruiter with Pittsburgh Battalion in FY 90. With the battalion for about two years, he and his wife Maggie have two children.

Really worked it

SSG Kenneth Poland is a native of Romney, W. Va., part of his current recruiting area. As a top USAR recruiter for Pittsburgh Battalion in FY 90, however, Poland does not count home turf as an advantage. His success comes, according to Poland, from “developing a good referral

network. Then I really work it.” SSG Poland has two children, Jennifer, 17, and Christopher, 12.

Air defender

SSG John Danneker Jr. was named a top RA Nurse recruiter for Pittsburgh Battalion in FY 90. An Army air defender for a decade now, Danneker joined USAREC in 1987. His wife's name is Shelley.

Syracuse

The U.S. Army Syracuse Recruiting Battalion went “high profile” in FY 90 with a major community event. In March, the 82d Airborne Chorus visited the area and a 30-minute television show was taped during their performance. The show was telecast a dozen times during the following weeks. In September it was released again as a tribute to the 82d, now in Saudi Arabia. The battalion made its RA and USAR mission for the year.

Heavy artillery

Artilleryman and now RA recruiter with Syracuse Battalion kept his sights on the market. **SGT Scott Stemen** made 245 percent on his GSMA, making him the top RA production recruiter for FY 90 in the battalion. He achieved 182 percent on his overall volume for the year. He and wife Paula have a two-year-old daughter, and call Lima, Ohio, home.

And then some

SFC Lealer Johnson is a former senior Reserve drill sergeant. The top USAR production recruiter for Syracuse has been a Rochester recruiter since 1984. A ring recruiter, Johnson and her husband, Alvin, live in Rochester with their son.



Recruiters from Albany and Troy recruiting stations share a light moment with the cast of “Tour of Duty,” during the TV program's PR appearance in the area. (Photo by Robin Lantz)

2d U.S. Army Recruiting Brigade

The 2d Brigade began FY 90 by testing the new "Stay in School" program for the class of '90 school year. The program was highly successful and has been expanded to a national effort. The Brigade's commander, COL Jerry Ginn, and CSM Ernest Hickie were selected to serve as USAREC's chief of staff and CSM. The Brigade ended the FY making combined mission box and "Number One" in volume (active and USAR), GSFA, and GSMB, and a close second in GSMA, GSA and prior service. The ability to do well, the determination to do better still and an international situation that requires the very best American soldier possible combine in 2d Brigade's single-minded dedication to "Provide the Strength."

Mission first

SSG Kenneth K. Doman is 2d Brigade's nominee for RA Recruiter of the Year. With 140 percent GSA, this former military policeman says, "Mission always comes first." He achieved 139 percent volume for FY 90, enlisting 32 for a mission of 23. A mission box recruiter, he produced 200 percent GMA for the year. Now a 00R, he joined USAREC in December 1987. He and wife Brenda have three children.

Have drive

SFC Earl Elmore is Richmond Battalion's top USAR recruiter for the second year in a row. "Keep a positive attitude, and have drive and determination," is his advice for successful recruiting. He enlisted 29 GCA and a volume of 55 from the Richmond West Recruiting Station, and is the 2d Brigade's nominee for USAR Recruiter of the Year. He recently became a nurse recruiter. A native of Covington, Va., Elmore was an infantry instructor before his assignment to recruiting in July 1987. He and wife Lisa have three children.

Gold and Ring

SFC Timothy L. Tetrick is Charlotte Battalion's top nurse recruiter for FY 90. From Huntersville, N.C., he has been assigned to Charlotte since February of 1985. He has earned his gold badge with three sapphires and his ring, making him a top nurse recruiter for 2d Brigade.

Always be closing

SFC Dianna G. Cox is the 2d Brigade nominee for Top Guidance Counselor of FY 90. She was first assigned to USAREC in October 1984. She says, "My philosophy on recruiting is that I have never forgotten where I came from and I continually use my ABCs (Always Be Closing)." She has been a guidance counselor since January 1989 and has earned her gold badge with three sapphires and her recruiter ring. She has two children.



Top left. SSG Kenneth K. Doman
Top right. SFC Earl Elmore
Bottom left. SFC Timothy L. Tetrick
Bottom right. SFC Dianna G. Cox

Atlanta

Atlanta Recruiting Battalion closed out FY 90 on a success, having boxed the last six months of the year, while boasting an overall 103 percent of mission accomplishment. Nurse recruiting was 100 percent of active duty and 174 percent of USAR mission. The A&PA shop won a USAREC award for their stay in school slide presentation.

Don't wait

SSG Craig Warren's philosophy is "Don't wait for it to happen, make it happen." Following his own words, SSG Warren was the top recruiter for both 3d and 4th quarters of FY 90, and was named Top Recruiter of the Year with a 267 percent GSA for FY 90. He has earned the recruiter ring and the Chief of Staff Award and has been on active duty for eight years. He and his wife Alice have two children — Karshena and Alexander.

Be honest

SFC Kathy Malone Long is a 00E Reserve recruiter who says, "Be honest with everyone — with your applicants and with yourself." She was active for three years and has been Reserve for 13 years. Kennesaw, where she made 148 percent volume this year, is her second recruiting station, having already served a year at Carrollton, GA. She and husband Tom have four children.

Beckley

FY 90 was a banner year for Beckley Recruiting Battalion, enlisting more RA GSA and volume contracts and USAR contracts than in any previous year. Starting a year of firsts with a successful kick-off of the ConAP program, the battalion had its first nurse mission and first mega-DEP function. The battalion also completed a mailing of Loan Repayment Program packages to all college financial aid offices within the battalion area, and also to several local banks.

Be visual

SGT Joseph H. Pearson went on production in March of 1989 and since then has received two sapphires to his gold badge. With 25 GSA contracts out of 30, he was named a top RA recruiter for FY 90. He and wife Kimberli have a daughter, Lateshia. "Be visual in the community," he says, "as a positive role model as well as having teamwork with fellow recruiters to accomplish the mission."

Just do it

SSG Kyle J. Upton is a former coal miner, now 00E. Upton is a member of the CG's Top 55 Club, having enlisted a total of 73 contracts during FY 90. On production since May 1988, Upton has earned his recruiter ring as a top USAR recruiter for both FY 89 and FY 90. He and wife Bernice have two sons, Matthew and Heath. On recruiting, Upton says, "Just do it!"



2d Brigade

Charlotte

Charlotte Recruiting Battalion overproduced in two mission areas in FY 90: WOFT and Army Reserve Nurse Corps. In two mega-DEP functions conducted this year, 120 DEP members received their promotion certificates from MG Jack C. Wheeler, with members of their families, friends and representatives of local media in attendance.

High volume

SFC Alvin F. Edwards is a top USAR recruiter for FY 90 with 164 percent volume. Originally from Kernersville, N.C., Edwards and wife Frankie have a daughter, Amanda. He has been assigned to Charlotte Battalion since Oct. 1986 and has earned his gold badge with two sapphires.

Sell yourself

SSG Gary L. Bowman says, "To sell the Army, you must first sell yourself and, above all, be professional at all times." Assigned to Rockingham RS, Bowman used this philosophy to make 160 percent GSA. He and wife Brenda have a daughter, Jessica.

Columbia

With a completely new leadership team, Columbia Battalion charged ahead as a vanguard of the "Stay in School" program, with the Golden Knights parachuting at 15 high schools to the cheers of more than 36,000 spectators. On the college front, 20 schools were captured for ConAP. The battalion also exceeded re-enlistment goals, started an outstanding recruiter PT program, and was lauded for outstanding programs in personnel administration, supply, and Reserve recruiting.

Be positive

SFC Daziel L. Carlton is a top RA recruiter from the "Swampfox" battalion. He recruited 28 GSA contracts in the downtown Columbia station. The former communications specialist and his wife Diane have two children, Nikkia and Terrell. With only two years in recruiting, Carlton has amassed numerous awards including the Army Chief of Staff award, gold badge with three sapphires, and is now working toward his recruiter ring. "I am trying to get young Americans to do positive things," he said, "hopefully, in the Army."

Be honest

SGT Jeffrey L. Flowers has recruited a volume of 58 this year in the downtown Columbia Station, his first USAREC assignment. An Army "brat" himself with three brothers in the Army, Flowers and wife Melissa have a son, Corey, and a daughter, Alicia. In just over a year, Flowers has earned his badge with three sapphires and an Army Achievement Medal for obtaining mission box for six months in a row. His philosophy is, "Be honest and sincere with people."



SSG David Brown and SSG Milford Mayo serves as part of a color guard for a Veterans Day parade in West Virginia.

Jacksonville

The Jacksonville Battalion continued its success in FY 90. A big, bright spot was the battalion's RA nurse success. With a mission of 20 for the year, the hard-working RA nurse recruiters achieved 31 for a 155 percent success rate. The battalion's USAR nurse recruiters also succeeded with 140 percent. RA volume was 109 percent; USAR volume was 111 percent; GSA was also 111 percent. All in all, a great year for the Jacksonville Battalion.

Tell the truth

SFC Catherine Loughan has been recruiting for over three years at the Deland Recruiting Station. A top Reserve recruiter at Jacksonville Battalion, Loughan comes from Vermont, Va., and she has a daughter named Lauralynne. She has produced 144 percent of her mission with a recruiting philosophy that says, "Tell them the truth. Be straightforward, honest and caring. An unhappy Reservist can damage your reputation in the community, and I can't afford to do that and remain successful."

Treat them like own

SSG Rodney Nichols from Mobile, Ala., has been a recruiter for two and a half years. Originally a 19E tanker, Nichols says that just being himself and treating applicants "like one of his own" has helped him achieve 150 percent mission box year to date. "His own" includes wife Veronica, an 8-year-old son, a 5-year-old daughter, and twin 2-year-old daughters.

Louisville

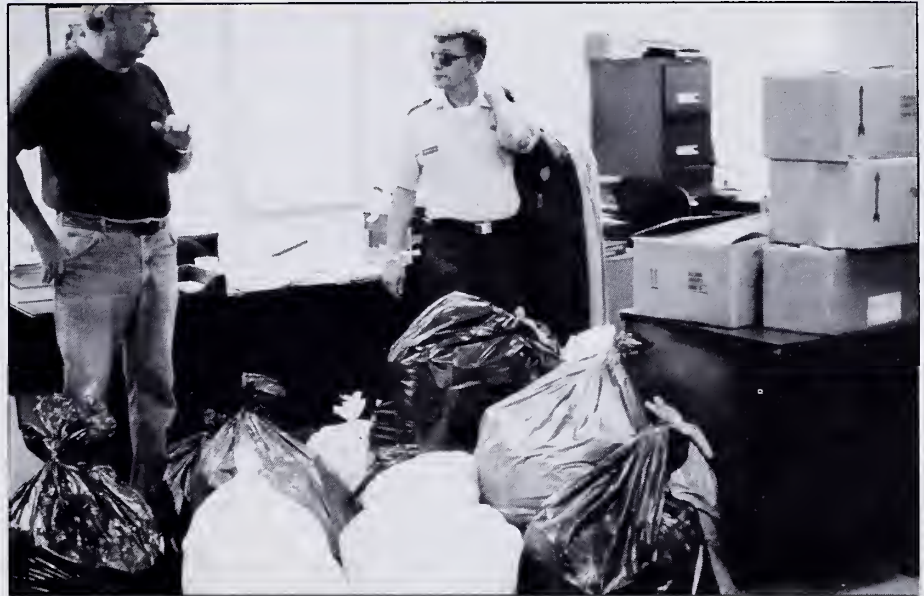
During FY 90, the Louisville Recruiting Battalion successfully achieved mission accomplishment in several areas: Army nurse mission, 111 percent; Army Reserve mission, 105 percent; and successfully penetrated the high school senior market with a strong finish of 108 percent.

Airborne recruiter

SGT Patrick R. Corbitt was active duty with the 82d Airborne from 1983 to 1987. He came back into the military in an AGR status and was assigned to USAREC as a Reserve recruiter in 1988. The Louisville native has earned his gold badge with three sapphires and says, "I never allow the pressures of recruiting to take away from the caring and concern I have for the applicant's needs, desires and interests." Corbitt and his wife Elizabeth Ann have two sons, Robert and Joseph.

Miami

The Miami Recruiting Battalion had a superlative year in FY 90. Missions were exceeded: GSA at 109 percent; RA total volume at 106 percent; total nurse at 108 percent; Reserve at 109 percent; and WOFT at a whopping 123 percent. The



MAJ Larry Robertson, Beckley XO, talks with a member of the community who donated items for victims of Hurricane Hugo.

facility improvement program was successful with 10 facilities either expanding or relocating. Palm Beach Company was created and brought on line, and the battalion is ready to assume control of San Juan as a new company.

Attitude is important

SSG Stanley R. Goggans is Miami's top USAR recruiter. Since arriving at the Tampa North RS in August of 1989, he has been recognized as the Recruiter of the Quarter three out of four quarters in FY 90. His long recruiting history goes back to Pittsburgh (1972-77), where he was the top recruiter in Pittsburgh DRC in 1975. He returned as a National Guard recruiter in Miami 1982-86, where he again was top recruiter in 1983, 1984 and 1985. Goggans stresses the importance of attitude and determination when asked about successful recruiting.

Rapport with parents

SSG Benjamin E. Young Sr. joined the Army as a high school senior in Jacksonville. "It is absolutely essential to get established in the high schools and community," he says. "Rapport with parents is critical because if you work with them right, they

will create referrals for you." This recipe for success made Young top TTE in FY 89 and top recruiter FY 90. He was responsible for 25 GSAs in FY 89 and 33 GSAs in FY 90, and has totaled over 100 contracts to date. Young and his wife Gwendolyn have two children.

Montgomery

The U.S. Army Montgomery Recruiting Battalion had several notable accomplishments in FY 90. It commissioned 127

nurses for 195 percent of objectives. It also conducted a Mega-DEP function attended by 450 parents, friends and recruiters who watched 100 DEPs receive their advanced promotions from MG Jack C. Wheeler. The battalion also attained 51 percent of DoD GSA contracts.

Quick learner

SFC Jerry Crutch enlisted in the Army as a military policeman and joined USAREC in June 1988 as an RA recruiter at the Fort Walton Beach Recruiting Station. In FY 90 he enlisted 39 into the DEP, with 26 quality contracts for 170 percent of his quality mission. He earned his recruiter ring in just 25 months on production. He and wife Gwylin have two children.

Recruiting volunteer

SSG Joseph Brookshire of Tuscaloosa Station enlisted in the Reserve in 1983 under the split training option. He volunteered for recruiter duty and earned his recruiter ring after just 37 months on production. In FY 90, he enlisted 43 into the Reserve for 109 percent of his assigned mission; 22 of these were quality contracts.

Nashville

The Nashville Recruiting Battalion had a very good year for Special Missions in FY 90. RA nurse recruiting was 208 percent of mission, Reserve nurse recruiting was 139 percent of mission. The battalion also exceeded mission by 101 percent for OCS, 164 percent for WOFT and 150 percent for OCS. Three companies — Nashville, Knoxville, and Gallatin — made combined box for FY 90, while Huntsville company made Reserve box for FY 90. Nashville Battalion also made Reserve box for FY 90, with 108 percent of mission. It won the 1990 Pat King Award for A&PA.

Be patient

SFC Walter Romei, Decatur station commander since January 1987, advises new recruiters to be patient. "Hang in there," he says. "It takes time. Don't get discouraged." He also stresses taking care of DEP members. A ring recruiter, Romei made mission box plus 173 percent GSA for FY 90. He and wife Barbara live in Decatur with their children, Theresa and Joseph.

Learn from everyone

SFC Verlin E. Tucker is a top USAR recruiter of the year for Nashville Battalion for the second year in a row. The ring recruiter served at Cleveland and Florence stations before joining the Eastgate station, where he has made 114 percent of his volume. He has also been awarded the Army Chief of Staff Recruiting Excellence Award. Tucker says that new Reserve recruiters should learn something from everybody they meet. "You are a combination of all the people you meet and through that combination, you develop your own style." Tucker and wife Jean have three sons.



BG Alfonso Lenhardt congratulates SSG Kyle Upton, Beckley Battalion's USAR recruiter of the year. Upton had a good year in FY 90, receiving both his recruiter ring and a meritorious promotion for his efforts.

2d Brigade

Raleigh

The Raleigh Recruiting Battalion's success is founded in accomplishing the basics through training and enforcement of standards. Recruiters work every market, every day. The battalion recognizes its most important asset, the individual recruiter, and is proud to have professional NCOs understand the importance of their mission.

DEP referral works

SSG Randy M. Waddell of Lumberton Station came from an infantry background. He is a top RA recruiter for FY 90, achieving 51 contracts for 223 percent of his mission. "The DEP referral program is an excellent resource for prospects who are already sold on a career in the Army," he says. He and wife Lisa have a daughter, Michelle, and a son, Joey.

Get the edge

SFC Joseph W. Tolley of Spring Lake RS is a top USAR recruiter from Raleigh Battalion. With more than five years in station and USAREC, he achieved 134 percent of mission and 147 percent volume. He and wife Dreama have three children, and he says, "The Army has one of the best



programs for young people to get an edge on life — I know, because my son enlisted five years ago."

Richmond

With combined mission box for the year, it was a truly a super year for the Richmond Battalion in FY 90. In May the battalion sponsored two mega-DEP functions with MG Wheeler as guest speaker, promoting 59 DEP members. Fourteen more recruiters earned their rings, making the battalion ring total 42. Richmond experienced the highest quality accomplishment in its history, surpassing the Command average for mission accomplishment, grads, for categories I-III A, and was below the Command average for TSC IV.

Right at home

SGT Charles E. Hickson feels right at home recruiting — that's because he literally is at home. Hickson, Richmond's RA recruiter of the year, is a native of the city where he recruits, Portsmouth, Va. In recruiting for 16 months, he enlisted 38 with no DEP losses during FY 90. He plans to convert to 00R and says, "Relax and be yourself. There's always someone out there who wants to join the Army. All you have to do is find them." Hickson and his wife Crystal have three children, Charles II, Anthony and Jasmine.

San Juan

The U.S. Army San Juan Recruiting Battalion achieved combined mission box for FY 90, and it overproduced in its RA and USAR nurse mission. Recruiters and their families overcame Hurricane Hugo, which devastated St. Croix and the Fajardo Recruiting Station. Both MG Jack C. Wheeler and BG Alfonso E. Lenhardt visited the battalion during FY 90.

Promise made

Eight years ago a soldier joined the Army at the Ponce Recruiting Station, San Juan Battalion. Today that same soldier, assigned as a recruiter at the Ponce Recruiting Station, was named a top RA recruiter for the San Juan Battalion. **SGT Daniel Rosa** said, "I love this job, because it gives me the liberty to do my job without someone looking over my shoulder." Rosa and his wife, Edna, have a son, Luis.

Coveted award

SFC Victor A. Calcano was named a top USAR recruiter for San Juan in FY 90. Calcano practices what he preaches about the importance of an education; he is completing his master's degree in human resources. Calcano and his wife, Isis, have four children, Victor Luis, Victor Alejandro, Vanesa and Vivian.

MAJ Douglas D. Willie, Charlotte Bn. XO, shares a holiday treat during a special battalion party. The battalion's Santa brought the child badly needed glasses.

Recruiting Support Command



COL Robert G. Tetu Jr. waves the checkered flag that starts the Recruiting Support Command exhibit force in motion. All the RSC assets hit the road on Oct. 1.

Leading on the road

With nearly a quarter of million leads chalked up for FY 90, Recruiting Support Command exhibitors surely went for the band of excellence.

Top lead producers for the Cinema Pods were **SSG Herman Gaines** and **SGT Stephanie Davies**, with 11, 861 leads. For the Cinema Vans, top lead producers were **SFC Gerkey Bowers** and **SGT Roger Willett**, with 14,465 leads.

Gaines has been with RSC since July 1988. He and Davies, who joined the RSC exhibitor force in May 1988, have been a dynamite team for more than a year. Too good to separate, the dynamic duo has consistently been among the top producers in the pod category.

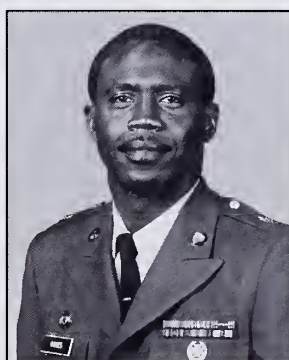
Bowers, a ring recruiter, came to RSC from the Raleigh Battalion in October 1989. He was half of the first exhibit team of the month, named in the *Support News* in April 1990. According to Bowers, "Usually when you aim for 200 target-age leads, you get a few less. But aiming high normally keeps you from working weekends trying to bring up your stats."

Willett is one of the most recent graduates of the RSC truck drivers school. (RSC established the only commercial truck driving course in the Army. The five-week-long class saved the Army more than \$74,000 during FY 90. Success is measured in the lack of accidents since the classes began.) Willett joined RSC in April. He came to RSC by way of the Recruiting and Retention School, where he read about the RSC in the *Recruiter Journal*.

RSC's soldier of the year for FY 90 is **SSG Randy Celori**. Celori was part of a Cinema Van team, and most recently was an exhibitor at the National Convention Exhibit, Oct. 1989—Sept. 1990.

SSG Dave L. Miles is the RSC HQ staff soldier of the year, and a superb member of the administrative crew.

The RSC civilian of the year award for FY 90, and the first recipient of this award, is **Judy Stein**.



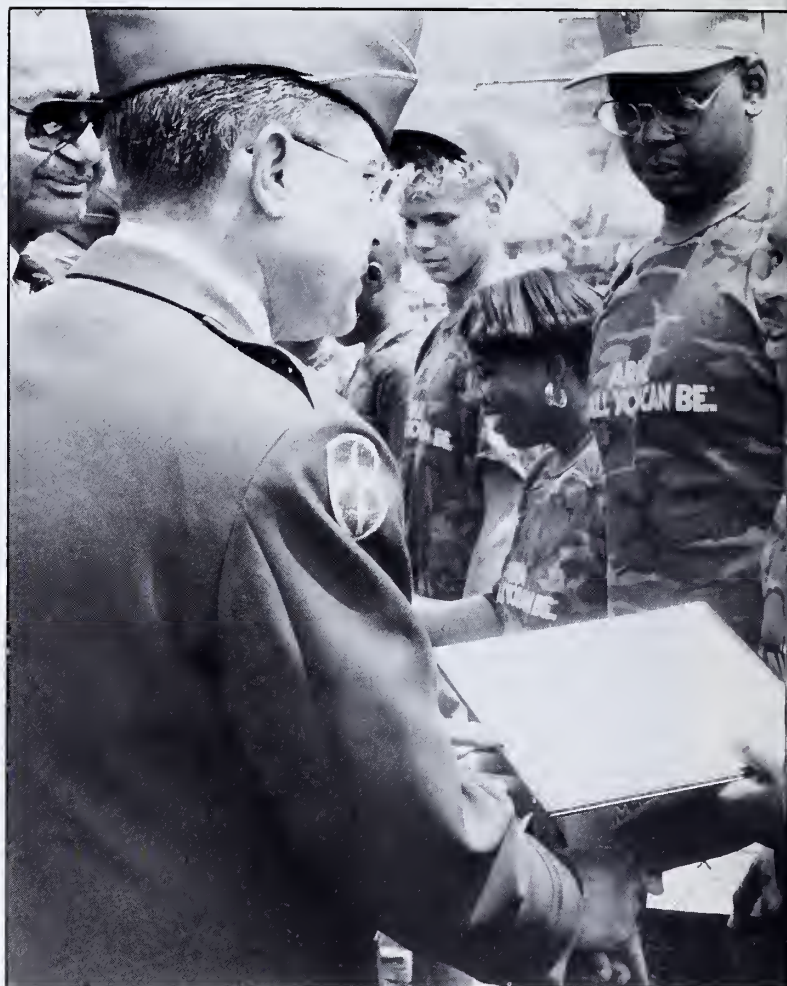
Top left. SSG Herman Gaines
Top right. SGT Stephanie Davies
Bottom left. SFC Gerkey Bowers
Bottom right. SGT Roger Willett

FY 90



... Gone fishin'

Los Angeles recruiters and their families go ocean fishing during a charter boat trip. (Photo by Lynn Derr)



Beginning to be all they can be ...

Baltimore's delayed entry program members receive promotion certificates from MG Jack C. Wheeler, USAREC commander.



Getting an edge on life ...

SFC Delane Smith, Saraland, Ala., Recruiting Station Commander, helps a Montgomery Bn. DEP pin on those private 2 promotion stripes he earned for a referral.



In the spirit . . .

SFC Anita L. Jones, Chicago Bn., rides in a South Chicago "Stay in School" parade. (Photo by Gaylan Johnson)



Precious family time . . .

SFC Gary Shaw, Lebanon Recruiting Station Commander, Cincinnati Bn., takes a moment with his son, Dennis, 2. (Photo by Steven E. Smith)



On the dotted line . . .

Albuquerque Bn. recruiter, SFC Gary Kohnstamm, USAR nurse recruiter, signs up a new Army nurse.

Recruiting & Retention School

Innovation is the word that best describes FY 90 for the U.S. Army Recruiting and Retention School at Fort Benjamin Harrison, Ind.

Based on a curriculum review in January, 1990, the school "de-linked" the Recruiting Commander Course and the Recruiting First Sergeant Course. For the first time, first sergeants from the field joined their new commanders during the third week of training at the Recruiting Commanders Course.

Before this historic innovation, company commanders in training at the schoolhouse were matched arbitrarily with first sergeants also in training. But now first sergeants can present unique situations in their company and discuss them in the classroom—not when the commander goes out to the company on his own. Procedures, often based on geographic differences, will match because the first sergeant will be the first sergeant the company commander works with in the field.

The Station Commander Course was also revised. Beginning in FY 91, the SCC included a Station Commanders Exercise (STACEX). The exercise tests salesmanship and daily performance review.

And, after a year in development, the Operation Course came on line. It is designed to enhance expertise in recruiting operations at all levels.

To teach 00R ANCOC, 00R instructors from the Recruiting and Retention School are now attached to the NCO Academy.

And, for all recruiting courses, ARADS instruction was incorporated into the programs during FY 90.

Training, the cornerstone of a cohesive and successful recruiting effort, was better than ever in FY 90 at the Recruiting and Retention School.

Teachers of the quarter

SFC Howard G. Worrell has been an instructor/writer at the U.S. Army Recruiting and Retention School since April, 1989.

Though a teacher now, Worrell has spent plenty of time in the classroom as a student. The former radio teletype operator has attended PLC, Master Fitness training, ARC, GC Course, the SCC, the Retention Career Counselor Course and Staff and Faculty Development Course.

Worrell spent seven years recruiting with the Newburgh Battalion. Worrell and his wife, Donna, have two children, Kris, 13, and Troy, 6.

SFC Marvin L. Perkins has been an instructor/writer at the U.S. Army Recruiting and Retention School since April 1989, in the Retention Department.

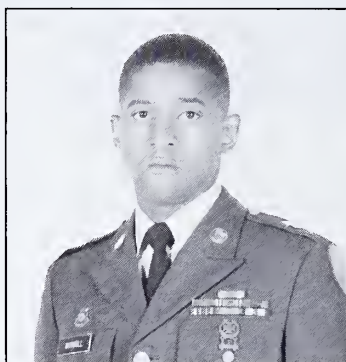
He is a graduate of the Combat Medical Specialist Course. Perkins' assignments include re-enlistment operation/professional development NCO in Germany. He was named U.S. Army Europe's Retention NCO of the Year for FY 88.

SFC Allister Strickland has been an instructor/writer at the U.S. Army Recruiting and Retention School since May 1987, and now teaches the Company Commander Course.

Strickland's previous assignment was as station commander of the Tupelo Recruiting Station, Jackson Battalion. He is currently working toward a BS in marketing. Strickland and his wife, Wendy, have one son, David.

SFC Dwight E. Bailey has been a teacher/writer at the U.S. Army Recruiting and Retention School since May 1988 and now teaches the Station Commander Course.

Bailey's previous assignment was as an operations NCO in the Charlotte Recruiting Battalion. Originally from Orlando, Fla., Bailey and his wife, Linda, have a son, Eric.



Top left. SFC Howard G. Worrell
Top right. SFC Marvin L. Perkins
Bottom left. SFC Allister Strickland
Bottom right. SFC Dwight E. Bailey

4th U.S. Army Recruiting Brigade

The U.S. Army 4th Recruiting Brigade (Midwest) "took off" this year when it met its RA WOFT special mission by 103 percent. And it was feeling "better than fine" when it reached 137 percent of the USAR Army Nurse mission in FY 90. Brigade recruiters really "aced it" when they made 108 percent of their SMA mission.

The 4th Brigade has 12 battalions, 62 companies, 453 recruiting stations, and 2,326 assigned soldiers and civilians, all missioned to recruit young men and women for the Regular Army, the Army Reserve, Officer Candidate School, Regular and Reserve Army Nurse Corps and Regular and Reserve Warrant Officer Flight Training.

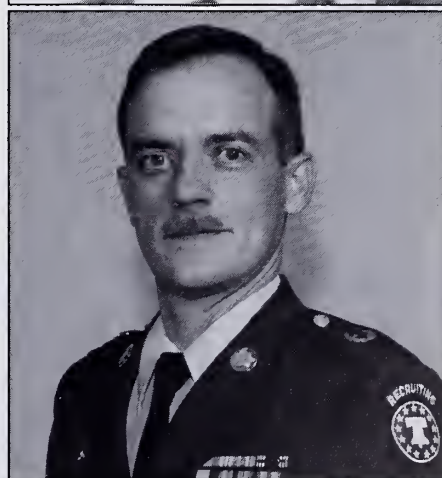
Active member

A master fitness trainer, **SSG Jesse O. Anderson** really flexed his recruiting muscles in FY 90. He also supports the Army's Stay in School program as an active member of the PTA and the Orrville Youth Association. The 32-year-old Regular Army recruiter from Cleveland Battalion is a native of the city. Anderson arrived at USAREC in October of 1989, with his wife, Betsy, and two children, Jessica and Heather. He has been in the Army since 1979 and his career goal is to become a command sergeant major with an Air Defense Artillery unit.



Keen aim

SFC David J. Wagner has the keen aim necessary to earn an expert marksmanship badge for the M-16 and the Presidential Sports Award for archery. When Wagner takes aim, he hits the mark, including mission box for FY 90. During FY 90 he enlisted 200 percent of his assigned GSA and 122 percent of his assigned volume. But this Des Moines Battalion USAR recruiter still has time to attend the Upper Iowa University, and is active with the Waukon Jaycees and Boy Scouts. Wagner has two sons of his own, David Jr., 15, and Brian, 9.



All-American

SFC William J. Fisher is more than an "all American" recruiter for the 4th Brigade; Fisher, his wife, Becky, and children Matt, Mandy and Erica were chosen as one of three families to represent USAREC in the national "All-American Family" competition. This Cincinnati Battalion nurse recruiter scored a battalion first when he arranged the commissioning of five surgical nurses from a local hospital in a single ceremony at the hospital's ambulatory surgery center. "When things get tough," Fisher said, "a good NCO reaches inside for that inner flame, and drives on."

Good guidance

It was 1976 when **SFC Darrell D. Bault** attended basic training, which started an Army career that has spanned the globe. In FY 90, however, it was his guidance that helped 816 young people start their adventure in the Regular Army or Army Reserve. Now a guidance counselor with Indianapolis Battalion, Bault first came to USAREC in 1984. When not spending time with his family, wife Paula, and daughters Jessica and Caity, he attends Vincennes University.

Top left. SSG Jesse O. Anderson
Top right. SFC David J. Wagner
Bottom left. SFC William J. Fisher
Bottom right. SFC Darrell D. Bault

Chicago

The U.S. Army Chicago Recruiting Battalion recruits today's high quality soldiers in America's third largest metropolitan area. Chicago made great strides in FY 90. For the first time in its history, the battalion achieved RA box three times and USAR box six times. The battalion also increased GSA contracts 18 percent over last year. Within the confines of the greater Chicago area, home to 6,362,000 inhabitants, recruiters offer the Army's opportunities to the students of the 232 high schools, 20 two-year colleges and 30 four-year colleges.

Led the path

SSG Raymond W. Crumpler, 29, led the path of excellence since beginning recruiting duty with Chicago in February 1989. While still a TTE recruiter, he was chosen as an acting station commander, then promoted to station commander in May 1990. The new 00R was named Top RA Recruiter for the battalion for FY 90. The native Chicagoan credits his wife Sabine, son Ramon, 13, and daughter Carol, 10, with giving him the support needed to succeed. "I try to wake up remembering that yesterday is over and today is a new day. I thank God that I have a job and, along with my family's support, I guess that's what makes me successful," he said.

Great communicator

SSG David L. Ryan, 38, is formerly a communications specialist but has since perfected the art of communicating as a USAR recruiter with Chicago. He recruited 146 percent over his assigned mission in FY 90 and was named the battalion's top USAR recruiter. Ryan and his wife, Monica have two sons, Joseph, 13, and Jason, 5. "There's no secret to success," he says. "In recruiting or any other activity, there are only two key elements: hard work and determination."

Cincinnati

The battalion found its stride in FY 90 by making combined mission box for two consecutive months for the first time in five years, finishing near the top in 4th Brigade. The Cincinnati team also wrapped up the year with a respectable 112 percent USAR volume achieved. LTC R. Wayne Fowler, commander since January 1990, credits their success to "a return to a solid work ethic." The goal for FY 91, Fowler says, is to establish the Army as the service of choice for Cincinnati-area youth. SGM Robert Staffen said Cincinnati recruiters started the year hesitant, but got a taste of victory — and it made them want to go out and do it again.

Follow the plan

SSG James P. Smith has overachieved in GSA contracts four years straight with the Cincinnati Battalion. He even took time out to attend Air Assault Training, and was



named the battalion's top RA recruiter for FY 90. A tanker soon on his way to Germany, Smith says about recruiting, "Make a plan and follow the plan."

Return to success

SSG David S. Broxterman is a second-time recruiter at Cincinnati. During his first tour (1980-1986) he earned his ring and was named top rookie of the year. This year he was named the battalion's top USAR recruiter. Before returning to Cincinnati, he was named U.S. Army Europe Soldier of the Year, while serving in Italy. SSG Broxterman and his wife, Shauna, live in Amelia, Ohio.

Cleveland

The U.S. Army Cleveland Recruiting Battalion put more than 2,000 young men and women in boots during FY 90. It achieved two team-concept mission boxes while recruiting across 29 counties in northern Ohio. The battalion has 239 officers, NCOs and civilians. The battalion has six companies and 42 recruiting stations.

Thoroughbred

SFC Larry J. Carver earned his gold badge in nine months and recruiter ring in two years as an USAR recruiter with Cleveland, and was named their top USAR recruiter for FY 90. The 00E and former policeman belongs to a number of civic organizations: American Legion, Fraternal Order of Police, and Mounted Deputy Sheriff. Raised on an Ohio farm, Carver, his wife Catherine, and children Matthew, 15, and Michelle, 14, enjoy raising quarter horses on their farm.



Columbus

FY 90 proved to be the best year in the recorded history of U.S. Army Columbus Recruiting Battalion. It not only made combined mission box, all four companies achieved combined mission box for the year. Columbus achieved 108 percent GSA and 112 percent volume. For USAR, Columbus made 114 percent GCA and 110 percent volume. The battalion achieved this success with teamwork.

Make it happen

SSG Thomas Gasser was named a top RA recruiter for FY 90 and nearly achieved more than double his GSA and volume missions. Asked his philosophy about recruiting, Gasser paraphrased President John F. Kennedy, "It's not what your country can do for you. It's what you can do for our country. Make it happen." A native of New York, Gasser and his wife Linda reside in Lima, Ohio.

Enhance the future

SFC Timothy Lynn is a 00E ring recruiter with Columbus. He holds a secondary MOS in Airfield Operations, but says recruiting is a most rewarding profession. Lynn was named the top USAR recruiter for FY 90 in the battalion after achieving mission box at 132 percent. He says, "I get personal satisfaction in affording someone the opportunity to enhance his or her future." He and his wife, Cheryl, live in Mansfield.

See your accomplishments

SSG Graham Webb III accomplished 240 percent of his mission in six short months, and was named the battalion's top nurse recruiter for FY 90. A 00E recruiter, Webb feels recruiting is "one of the most challenging and rewarding jobs. It allows you to see your accomplishments immediately each month."

Des Moines

The U.S. Army Des Moines Recruiting Battalion successfully used the TAIR program to provide minimal cost events for the battalion. Events capitalized on using the 399th Army Band and the Army Nurse Corps Day as part of the battalion's public affairs activities in FY 90.

DEP squads salute at the Columbus Bn. Mega-DEP function. (Photo by Pamela Roberts)

SGT Matthew M. Cooper is recruiting back in his home state of Iowa. He was the distinguished graduate of his Army Recruiter Course, and in FY 90 made 160 percent of his GSA mission and 153 percent of his volume mission. He was named a top RA recruiter for FY 90. He and his wife Sherri Lynn have two children, Joseph, 3, and Benjamin, 1. Cooper's next goals are to earn his recruiter ring and to continue to excel.

Detroit

The U.S. Army Detroit Recruiting Battalion had its "name up in lights" during FY 90, all in an effort to get the Army message to the target market. The year was filled with promotional events that reminded area residents that the U.S. Army is part of their community. The Dearborn Main RS Color Guard appeared at a national hockey game, SFC Jannifer Dumas hosted a half-hour radio interview show and Army messages appeared on a freeway electric sign during Veterans Week observances. The 82d Airborne Chorus appeared at the Plymouth Ice Festival and the U.S. Army band appeared in June. The battalion is poised for more creative ways to spread the Army message in FY 91.

Soldier first

SSG Ross S. Robinson was named an FY 90 top RA recruiter for Detroit battalion after writing 27 contracts for a mission of 20. He has been with Detroit for 22 months and offers this thought on recruiting, "Give every applicant 110 percent of your ability, be professional and stay motivated. Never forget you're a soldier first, last and always." His wife's name is Wendy.

Strong factor

SFC Dale E. Jones has been a USAR recruiter for three years and was named a top recruiter for this year. Missioned for 43, he put 56 applicants in boots for the year.

4th Brigade

"A good referral system, whether it is from COIs or RA counterparts, is a strong factor to success," Jones said. His wife's name is Laura Lee.

Power curve

SFC Edwin A. Heide has been with Detroit for eight years, but became a nurse recruiter little more than two years ago. He was named a top nurse recruiter for the battalion in FY 90. He wrote 29 contracts and was missioned for 22. "Work up a good referral system," he suggests, "and do everything possible that can keep you ahead of the power curve." His wife's name is Lorinda.

Indianapolis

The U.S. Army Indianapolis Recruiting Battalion lived up to its motto in FY 90 as "a driving force" by achieving a combined mission box, the first for the battalion in over four years. Its Reserve recruiters achieved their second consecutive mission box in FY 90. The battalion was also a principal participant in Armed Forces Day at the Indianapolis Race Track, where 36 DEP members were promoted.

On the mark

SGT Joseph Lawson Jr. was named Indianapolis Battalion's top RA recruiter of

FY 90. He became a recruiter in 1988 and has three sapphire stars on his gold badge. He is active as a deacon at the Harding Street Church of God and volunteers to help in prisons and homeless ministries. He and his wife Shirley have two children, Shameka and Shakela.

Head for business

SSG Susan J. Linder is the USAR recruiter of the year for Indianapolis, having achieved 129 percent of her mission for FY 90. A recruiter since October 1988, Linder has earned a sapphire star for her gold badge. She is currently enrolled at Vincennes University completing her degree in business administration.

Nurse to nurse

SFC Dorinda A. Cummings is not only the top nurse recruiter for Indianapolis for FY 90, she is also enrolled at Indiana University completing her A.S. degree in nursing. By June she had completed her annual mission and finished the year having achieved 127 percent. This ring recruiter and her husband Vernon have two children, Andre and Rashad.

Lansing

The Spartan Battalion, imbued with the Spartan tradition of high esprit de corps and dedication to duty, achieved combined mission box in FY 90. Lansing's RA recruiters averaged 14 quality soldier contracts each and has the highest quality achievement in the brigade. The USAR recruiters of the U.S. Army Lansing Recruiting Battalion achieved the best quality NPS recruiting in the brigade.

An audience

SGT Thomas Blackwell attributes his success to his desire to help people improve their future. He said, "I like talking to people—having an audience—and I like to help young people solve problems. I didn't have a role model when I grew up in Philadelphia. The Army did that for me." Blackwell was trained as a recruiter in May of 1988 and earned his gold badge in May 1990 at Lansing Battalion. In September Blackwell and his wife, SGT Maxine Blackwell, both became 00Rs.

Personal touch

SGT David L. Lawson says his key to success is "to follow the basics, but add your own personal touch. Be honest and sincere, and remember integrity is number one." In each of the first three months of his recruiting career, Lawson wrote 10 contracts and earned his gold badge in five months. When not repairing and painting autos, he goes rollerskating with his wife Carolyn, son Brandon and infant daughter Erika Rae.

SGT Kenneth Preston, Cincinnati Bn., discusses Army programs at an educators convention. (Photo by Steven E. Smith)



Milwaukee

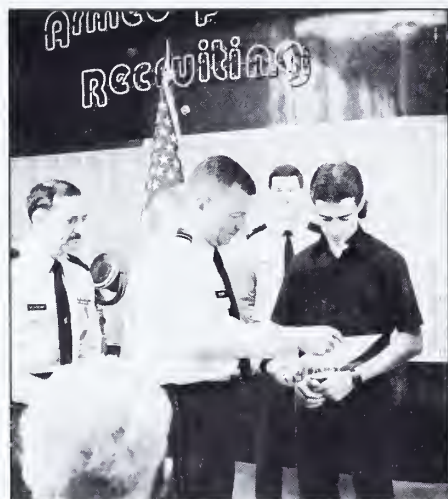
In FY 90, the U.S. Army Milwaukee Recruiting Battalion distinguished itself within 4th Brigade by achieving the highest DoD take for GSA—45.2 percent. Milwaukee's USAR mission is among the highest in the command. The battalion provides the Reserve strength for 152 TPUs across Wisconsin and Michigan's Upper Peninsula.

Contract will come

SSG Kelly Hermening went to BNCOC and left with more than the distinguished honor graduate title, he wrote three contracts. The RA recruiter for Milwaukee contracted two GSAs each month and his contract volume was 2.3 per month during FY 90. Eighty-eight percent of Hermening's contracts were I-IIAs. He and his wife, Kyonj-Ae, have two children, Jason, 4, and Jennifer, 1.

Loyalty first

SFC Ralph Kwasniewski accomplished mission box 10 out of 12 months in FY 90 and accomplished 125 percent of the monthly USAREC standard. The USAR recruiter from Wisconsin said, "The things I go by are loyalty, desire, faith, honesty and integrity." He and his wife, Renate, have three children, Michelle, 18, Bryan, 15, and Kimberly, 11.



BG Terence Henry, DCG(W), promotes Iowan DEPs. (Photo by Carmi Eichhorn)

Minneapolis

The U.S. Army Minneapolis Recruiting Battalion held the largest Delayed Entry Program event in the command. More than 600 people attended.

Can be fun

SSG Richard E. Johnson has been putting Minneapolis young people in boots for two years. He averaged 120 percent on his mission in FY 90. From Rushmore, Minn., this top RA recruiter is also a 95B.



4th Brigade

He says recruiting "can be fun." His wife's name is Yvonne.

Work smart

Mike Olson, a civil service recruiter, has been with Minneapolis for 8 years and has averaged 130 percent of his USAR mission during those 8 years. He and his wife, Carol, live in Fertile, Minn. "Work smart, practice good time management and satisfy the customer" is the philosophy that works for him.

Perfect health

SFC Christopher Roche, Minneapolis's top USAR nurse recruiter, made mission box as well as 347 percent on production. He recruited 118 nurses against a quota of

Omaha

The U.S. Army Omaha Recruiting Battalion may recite a long list of accomplishments for FY 90. Among them was the meritorious promotion to SFC of two recruiters: SFC Donald Sims and SFC Phillip E. Tabor. The Rapid City (S.D.) recruiting station was ranked number three in the nation for both average market penetration and write-rate per recruiter. The A&PA section won its third and fourth Jacob Jennings Brown awards in three years.

Sell yourself

SFC Donald P. Sims gives sage advice



SSG Wilma Baez, Chicago Bn., attends a high school career day. (Photo by Lori Hunt)

on recruiting. Meritoriously promoted this year, he says, "Being successful in recruiting is based on selling yourself, because the Army programs will sell themselves." He achieved 227 percent of his FY 90 mission. His wife's name is Jo Anne.

Never give up

SGT Michael D. Thompson achieved 128 percent of his FY 90 USAR mission in Omaha Battalion. Originally from Nebraska, this hard-charging 00E says, "When it gets hard, never give up." His wife's name is Mary Ann.

Think positively

SFC Patrick M. Casey is the Omaha Battalion's guidance counselor of the year. His philosophy is to "think positive and work smart." He has been assigned to the battalion since 1981. His wife's name is Doreen Mary.

Peoria

The U.S. Army Peoria Recruiting Battalion credits an increase in quality contracts as its most distinguishing accomplishment in FY 90. The battalion increased the number of quality contracts in FY 90 as compared to the past two years. This year Peoria put in 1,151 GSMA and 221 GSFA, compared to last year's 931 GSMA and 162 GSFA.

Gives me guidance

SSG Bradley Stroud credits part of his success to the leadership in his station. Stroud, one of Peoria's top RA recruiters for FY 90 said, "My station commander does not micro-manage. He gives me guidance when I need guidance. The DEP referral program also contributes to my success." Missioned for 18 this year, he achieved 26 contracts.

Look for three

SFC Paul F. Esler is attending the Station Commander Course and will soon become a station commander, but in FY 90 he was named Peoria's top USAR recruiter. He was missioned for 36 and wrote 51 contracts. He said, "When you're on for one, look for three." His wife's name is Cindy.

5th U.S. Army Recruiting Brigade

The U.S. Army 5th Recruiting Brigade closed out fiscal year 90 by achieving great success in special missions. The Reserve nurse category achieved 210 percent, OCS 140 percent, and WOFT was 250 percent.

The Brigade is the center of Army recruiting activities for a 14-state area, covering more than one million square miles. The 11 recruiting battalions are divided into 51 companies with 390 recruiting stations and a workforce of more than 2,300 military and civilian personnel.

Now a trainer

SSG Robert Jones means it when he says his philosophy on recruiting is to "be the best soldier I can be." In FY 90, Jones wrote 63 contracts against a mission of 30. And for good measure, he wrote two USAR contracts making him a top RA producer for the 5th Recruiting Brigade. Assigned to San Antonio Battalion for two years, Jones calls Los Angeles home. He is now the San Antonio East Recruiting Company RTNCO.

Efforts benefit

Love for his job and the belief that his efforts are benefiting others give the energetic force behind a top USAR producer for Jackson Battalion and the 5th Recruiting Brigade. **SSG Alford Lewis Powell** maintains, "Working with young people is very inspirational and rewarding to me. I'm a counselor for young people, helping them meet the challenges that life will bring." Powell was missioned for 43 and recruited 76 during FY 90. The successful brigade recruiter says the greatest reward has been "the people I've met in recruiting and working with my co-workers." Married to Joyce Powell, he enjoys fishing and watching a good news station. He plans to convert to RA recruiter.

Good team

SFC Richard E. Trevino is a top nurse recruiter for the St. Louis Battalion and the top USAR nurse producer for the 5th Recruiting Brigade for FY 90. Trevino recruited 35 for a mission of 16 in the year. That 218 percent includes seven medical specialties, four of which were anesthesiologists. Trevino says having good rapport with others has contributed to his success. "I'm motivated when working in a good team environment," he says. "Everyone helps everyone else. I receive a lot of help from the RA recruiters. They understand that nurse recruiters have to cover the entire 6,200 mile area, sometimes having to travel three hours one way on a trip."



SSG Alford Powell, top production USAR recruiter for 5th Brigade receives his recruiter ring from U.S. Congressman G.V. "Sonny" Montgomery from Mississippi. He received the ring along with 13 others during a Veterans Day observance.



SSG Robert Jones



SFC Richard E. Trevino

Albuquerque

The U.S. Army Albuquerque Recruiting Battalion finishes FY 90 by initiating a "Stay in School/Stay off Drugs" high school program featuring Miss New Mexico, Larissa Canady. Canady, who lost a friend to drug abuse, volunteered to appear at high school assemblies with LTC Clyde Long, battalion commander and native of New Mexico. The battalion also made its WOFT mission box for the year, and quality packets made the difference.

Recruiting magic

Selling 22 seniors in 12 months must sound like recruiting magic to most recruiters. To **SSG John Seiler**, a first-year Albuquerque RA recruiter, those 22 seniors represent long hours and missed moments with wife Julie and two young children, Jessica and Justin, and a reflection of his sincere love of the Army. A former M-1 tank crewman, he says, the secret to pulling those big numbers is making home visits to talk to parents.

Hard to miss

It's hard to miss 6-foot, 7-inch **SFC Harry Ryan** when he enters a room. And the enthusiasm of this USAR recruiter helped him enlist 50 prospects. He credits his ease at recruiting to careful time management and developing a large pool of COIs. Ryan's schedule includes time for his wife Chong and four children, Rebeckah, Alicia, Jennifer and Robert.

Dallas

Reserve recruiters of the U.S. Army Dallas Recruiting Battalion completed an unprecedented 58-month streak of mission-making in FY 90. A highlight of the year was a visit by retired New York Yankee outfielder Joe DiMaggio in August, when the mission streak was 56, which matched DiMaggio's still standing major league record for hitting in 56 consecutive games.

Two for one

SFC Vincent N. Walker is a Dallas Battalion top RA producer for FY 90. He wrote more than twice the contracts he was mis-



5th Brigade

sioned for during the year, 38 for 17. The 95B is originally from Pierre, S.D., and has been with USAREC since 1988. He says, "The quality of the Army is only as strong as we make it."

Never forget

SGT Calvin W. Drummonds is a Dallas Battalion top USAR producer for FY 90. This OOE was missioned for 22 and achieved 36 contracts in the year. He says, "Never forget you are a soldier first." He is from Tulsa, Okla., and is married to Shara Drummonds.

Determination

SSG Susan M. Bullen is a Dallas Battalion nurse recruiter who overproduced in FY 90 for both her RA and USAR missions. Originally from Milwaukee, Wis., she has been with Dallas since 1987. Her philosophy for making mission is simple, "Determination and commitment lead to accomplishing quality mission box." Her husband's name is Ronald Bullen.

Denver

When Colorado Governor Roy Romer proclaimed October as "Stay in School" month for the state, his inspiration came partly from the hard work of the U.S. Army Denver Recruiting Battalion; he wanted to formalize the command's "Stay in School/Stay off Drugs" campaign. The Denver Battalion also has 15 other regional and national "personalities" speak-

ing on behalf of the program in 30-second radio public service announcements. From NFL Denver Broncos to race-car drivers, Denver Battalion is spreading the word.

Open minded

SGT Frank E. Smith believes the key to success is accepting a challenge head-on. The top RA volume producer for Denver in FY 90 wrote 34 contracts against a mission of 23. Thirty of these contracts were quality. The volunteer recruiter was looking for a challenge and believes his honesty, help from his station commander and the support of his wife made the difference in his success.

Know the area

SSG Artina Amos-Harkins believes combining luck, a great CLT and knowing the community were keys to her success in FY 90. Amos-Harkins was the top USAR volume producer for Denver in FY 90. Most of her contracts come from TPU referrals. Amos-Harkins recently married another recruiter in the battalion and says it helps when your spouse understands your line of work.

Houston

The U.S. Army Houston Recruiting Battalion missioned box for the USAR for FY 90, by accomplishing its assigned mission 11 straight months. The headquarters for the Houston Battalion is located in the fourth largest city in the nation. Geographically, the battalion encompasses 35,677 square miles in southeast Texas and five parishes of Louisiana. The battalion has 33 recruiting stations.

Sincere desire

SFC Herbert Gold is a top producer for the Houston Battalion in FY 90 and feels success in recruiting must come from a "sincere desire to be number one." "Recruiting is one of the most satisfying careers in the Army today," the 34-year-old says. "Never give up on yourself, and always enjoy the time with your family to the max." Gold and his wife, Daisy, have two children, Sharon, 14 and Adrian, 8.

Updated outlook

SFC Bobbie Shelvin studied nursing in college, is a licensed barber and a top producing USAR recruiter for Houston Battalion in FY 90. She hopes to be "a supportive role model/mentor to all of my high school students. I want to help them achieve their full potential and to experience an updated look on life—one that stresses 'stay in school and stay off drugs and get that diploma.'" Shelvin has three children, Stephanie, 27, Tracey, 25, and Isaiah, 18.

SSG Ervin Richardson (in PT uniform), Austin Company RTNCO, shows DEPs and their families how clothes are displayed in basic. (Photo by A. Williams)



Jackson

Jackson Battalion personnel are most proud of their accomplishment, it made mission box in both Regular Army and Army Reserve for FY 90. With the highest number of schools participating in the Scholar Athlete Awards Program (444), Jackson Battalion met 102 percent of its goal. The battalion also participated in five Science and Engineering Fairs and generated excellent goodwill through the presentation of 45 JROTC medals.

Loves to talk

A top RA recruiter for the U.S. Army Jackson Recruiting Battalion for FY 90, **SGT James H. Williams** made 200 percent of his mission. And to top it off, he enlisted two Reserve soldiers although he did not have an USAR mission. "My positive attitude and self-confidence works for me," Williams said. When he first enlisted, he had planned to leave the Army after three years; however, he "likes the discipline" and has decided to make the Army his future. He is accompanied on this assignment by his wife Aleasha.

Exchange information

SFC Joe Amos Dotson, top nurse recruiter in FY 90 for Jackson Battalion, says he is successful because "my philosophy is simple — to make friends and exchange information. I give them an answer to their needs through sharing information on Army programs." He achieved 100 percent of his FY 90 RA nurse mission. He and his wife have three boys, Xavier, 10, Amos, 6, and Le-Joseph, 2.

Kansas City

The "Heartland Battalion" of Kansas City is the home of six recruiting companies, covering almost all of the state of Kansas and the western half of Missouri. Recruiters did their job by having the highest FY 90 DoD market take in the brigade. Due to team efforts, over 2,000 written contracts put the battalion at 102 percent volume.

Ozark recruiter

The Missouri Ozarks is where **SSG Michael Harris** tells the Army story to future soldiers. But this Kansas City RA recruiter's numbers tell a story about him—he achieved 35 contracts on a mission of 25 in FY 90. He earned his gold badge in September 1990. Harris and his wife Angela have two children, Alicia, 6, and Brandon, 3.

Well known

SFC Timothy Benson is a Reserve recruiter well known in the community of Junction City, Kansas. For two years Benson has taken top honors as USAR recruiter for Kansas City Recruiting Battalion. In FY 90 he wrote 43 contracts when missioned for 23. This ring recruiter

5th Brigade



CPT Desiree Burgess administers the oath of induction to her cousins Eric and Shawn Wilson. The cousins traveled from Abilene, Texas, to have Burgess do the honors. Burgess is the Jackson adjutant. (Photo by Jack Hobbs)

and his wife Janice have two sons, Christopher, 4, and Matthew, 3.

Never failed

SSG Michael Miller, a single parent and a nurse recruiter with Kansas City, made his mission every month during his TTE year. He achieved 29 nurse recruits for an assigned mission of 25. This year he was named top nurse recruiter for the battalion. He has a son, Richard, 6.

Little Rock

In FY 90, Little Rock Battalion made combined mission box for the first time since 1986. All four companies boxed RA for the year with three making combined box. Out of 35 stations, 66 percent boxed for the year, and 72 percent of the RA recruiters made box for the year. Applicant quality was at the highest level ever. Over 99 percent of RA NPS were high school grads. Best of all, it was done with integrity.

Uphold standards

SSG Ronald Jones, a Little Rock RA recruiter, ended FY 90 with a total of 40 contracts, and was missioned for 23. A personnel records specialist and infantryman, he said he will "do everything I can to uphold the Army's high standards." He is married to Audrey Ann and they have one child, Ronisha Cathelma.

Make or break

SFC Thomas E. Carder, USAR recruiter

at Little Rock Center, says, "The rapport you establish is what makes or breaks you in Reserve recruiting." His mission this year was 43 and he contracted 58. Carder has three children, Gary, Faith and Mary.

Something extra

SSG John P. O'Brien, a Little Rock nurse recruiter made his FY 90 mission. "Anybody can do the job," O'Brien said. "But it takes something extra to be able to excel." This 00R recruiter and his wife, Nereida, have a daughter, Kristin.

New Orleans

The U.S. Army New Orleans Recruiting Battalion was number one in the brigade for its re-enlistment rate. They also attacked QNE by being sure to give applicants the "red carpet" treatment and involving commanders — the result was a lower than average QNE rate for the year.

Regular Army

SSG Marion L. Mike completed FY 90 at 216 percent GSA mission, making him a top RA recruiter in New Orleans. He has earned his gold badge with three saphires. He and his wife, Lorna, have two children Marion Jr. and Nequoya.

SGT Angelo Washington completed FY 90 at 200 percent of GSA mission. This top RA recruiter for New Orleans has been recruiting since December 1988. He and his wife, Theresa, have two children, Terrell and Jasmine.

USAR

SFC Gilda Gaudet completed FY 90 at 275 percent GCA mission, making her a top USAR recruiter for New Orleans Battalion. This ring recruiter also has a BS in dental hygiene. She has a daughter, Dominique.

SFC Veleria M. Allen completed FY 90 at 161 percent of GCA mission, making her a top USAR recruiter for New Orleans. The ring recruiter also holds a BA in business management. She has three children, Kendall, Kerry and Nikki.

Oklahoma City

Recruiters in the U.S. Army Oklahoma City Battalion made history in the number of quality leads generated through the battalion's FY 90 touring exhibits program thanks to Army history. Entitled "The U.S. Army, 100 Years Ago — Today," the historical exhibit was developed by A&PA chief Ken Plant. This successful exhibit launched others, and a \$300 program generated 368 leads during FY 90.

Home turf

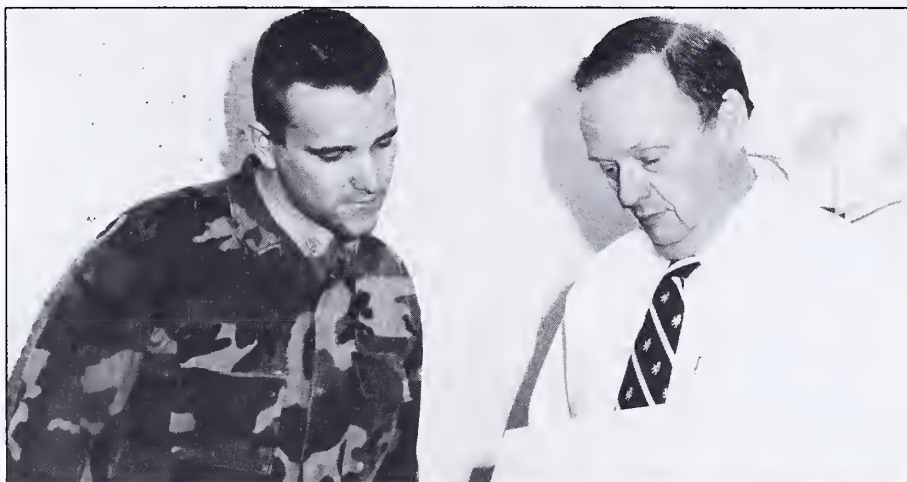
A native of Oklahoma, **SSG Nathan B. Rainey** hit the home turf in 1990 and achieved 188 percent of his GSA and 300 percent of his GSFA in the year as an RA recruiter with Oklahoma City Battalion. Rainey and his wife, Paula, have two sons, Nathaniel and Justin.

Setting goals

SSG Manuel Short, a USAR recruiter with the Oklahoma City Battalion, established a battalion record in August 1990, when after only 17 months on production he achieved the recruiter ring. He also earned a meritorious promotion. He attributes his success to setting achievable goals. Short, an Oklahoma City native, and his wife, Adela, have one son.

Success story

Thirteen-year veteran **SFC Joseph K. Bell**



Pat Felts, Denver education specialist, discusses the SCOAD program with SGT Charles Harkins, Golden Recruiting Station. Recruiters are often surprised at how many college credits they have already earned from their military experience and training.

Right. A teenage mutant ninja turtle visits Dallas Battalion during Armed Forces Day activities. (Photo by Helga Kober)



5th Brigade

was named the Oklahoma City Battalion's nurse recruiter in August 1989, following four successful years as recruiter and station commander at the Canyon, Texas, Recruiting Station. He continues his "over 100 percent" success story in an area that meshes Bell's medical specialist background with recruiting.

San Antonio

The U.S. Army San Antonio Recruiting Battalion is most proud of one accomplishment in FY 90 — Combined Mission Box.

Determination

SFC Ralph Martinez Jr. wrote 50 contracts for a mission of 36 during FY 90. As a top USAR producer for the San Antonio Battalion, Martinez says, "I give 110 per-

cent hard work and determination; in whatever task I undertake, I do the best I can do." A native of San Antonio, Martinez is assigned in Brownsville with his wife Emma.

Be positive

San Antonio's top RA nurse producer in FY 90 is **SFC Tanya K. Nielsen**. A nurse recruiter for only seven months, she says you must "be positive" to succeed. "If you're apathetic, you will be mediocre. Enthusiasm makes things special." Originally from Hollywood, Nielsen is married to Tom Ingmire.

Is it enough?

SFC Bobby F. Brooks is the San Antonio's top USAR nurse producer for FY 90. He hits his mission straight on and says his philosophy on recruiting is: "If you continue to do what you've always done, you'll continue to get what you've always gotten. Is it enough?" He is married to Nancy Brooks.

St. Louis

The 32-member 82d Airborne Chorus made an indelible impression on the hearts and minds of 6,000 high school students within the area of the U.S. Army St. Louis Recruiting Battalion during an FY 90 visit. Their school show, a medley of patriotic and pop tunes, had high school audiences cheering and applauding, enhancing the Army image in the eyes of students.

A natural

SGT Timothy L. Dickerson, who has been called a "natural" recruiter by his commander and peers, recruited 32 for a mission of 6 in FY 90. He garnered the honor of top RA recruiter for the St. Louis Battalion in just one year on the job. Nineteen of his 32 contracts were I-IIAs. "I've discovered that smart kids hang out with smart kids," Dickerson explained. Dickerson and his wife, Kimberly, have two children, Nikki and Thomas.

Good fortune

SSG James O. Spence recruited 60 for a mission of 25 in FY 90. His stand-out performance locked him in as the top USAR recruiter for St. Louis in FY 90. "I've been a recruiter since 1988. I had the good fortune to be successful immediately, and I want to maintain that success," Spence said. "Being a good recruiter means you have to be willing to put in long hours and work your plan." Spence has one son, James O. Spence III.

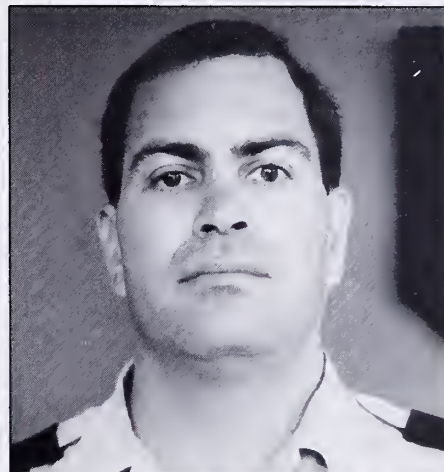
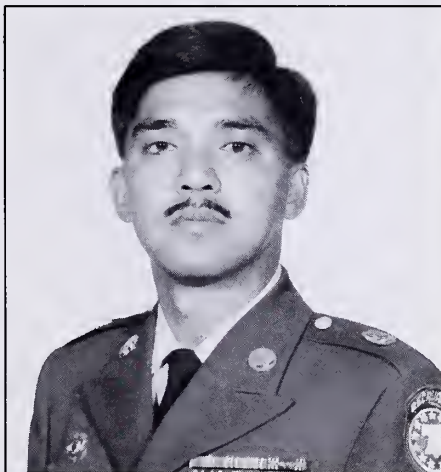
6th U.S. Army Recruiting Brigade

6th Brigade has numbers to be proud of for FY 90 in several categories: 113 percent SMA mission, 103 percent GFA mission, 128 percent WOFT mission and 100 percent OCS mission. Reserve successes include 113 percent USAR PS mission and 103 percent USAR nurse mission accomplishment with 144 percent in the critical Operating Room Nurse MOS. The ROTC referrals were at 103 percent.

Other 6th Brigade accomplishments include: implementing a fully automated personnel management system; significant reduction of communication costs; lowest reports of survey processing times with the automated report of survey tracking system; automated input to servicing Finance and Accounting Office; consistent leader in COI/DEP events and "Man Day Spaces" support to recruiting; and implementation of RML automated data query system.

Consistency counts

SFC Cesar D. Macadangdang Jr., station commander of the Philippines Recruiting Station in the Honolulu Battalion since November 1988, is 6th Brigade's top RA recruiter for FY 90. A native of Manila, Philippines, Macadangdang lives there with his wife Milagros, and sons, Ron, 13, and Rex, 7. After serving in the Army as a cavalry scout and technical draftsman, Macadangdang joined the Recruiting Command in 1984. His first recruiting assignment was with the Houston Battalion, where he quickly earned a reputation as a consistent mission maker. In 1988 he earned the recruiter ring. "If an individual wants to join the Army, it is my responsibility to assist them in every way—no matter what the obstacle," he says. "Every applicant, provided they are qualified, deserves equal attention and assistance."



No less than best

SFC Alfred "Rocky" King's advice to new recruiters is, "Be yourself, be honest, and don't jeopardize your integrity." This USAR recruiter from Tempe Recruiting Company in Phoenix Battalion is tops in 6th Brigade for FY 90. After serving on active duty in Europe as a fire control operator, King worked in the Reserve and Ohio and Iowa National Guard before coming on recruiting duty in 1984. His wife, Mary Jo, and three children help him "keep things in perspective."



Quality time

SFC Edward D. Duncan, Phoenix Battalion's USAR Nurse Recruiter of the Year, was recently named top nurse recruiter for FY 90 in all of 6th Brigade. He warns against the pitfall of getting preoccupied with making appointments and wasting quality time with the applicants you're already working. "The key to working smart and to quality of life is time management," he said.

Personal satisfaction

SFC Joretta Robinson took her big brother's advice to "go to the top, whatever you do," and earned the rank of 6th Brigade's top guidance counselor for FY 90. "Working together as a close-knit team is my professional satisfaction and helping young men and women start their Army career is my personal satisfaction with my job," she says. Robinson will soon receive a degree in business management and stresses the importance of education to others.

Top left, SFC Cesar D. Macadangdang Jr.
Top right, SFC Alfred King
Bottom left, SFC Edward Duncan
Bottom right, SFC Joretta Robinson

Honolulu

The U.S. Honolulu Recruiting Battalion covers the largest geographical area of any battalion in USAREC with over 921,000 square miles. It includes the entire states of Alaska and Hawaii as well as American Samoa, Guam, the Philippines, Okinawa, Japan and Korea. It is one of only two battalions in USAREC that recruits in foreign countries (for dependents). As a result of legislation passed by Congress in 1986, the Honolulu Battalion recruits young people from the Federated States of Micronesia and the Republic of the Marshall Islands. Honolulu Battalion's top RA recruiter for FY 90, SFC Cesar D. Macadangdang Jr., is the top RA recruiter for 6th Brigade.

A streaker

SSG Craig S. Toyooka, 27, the top USAR recruiter in the battalion for FY 90, made mission box a total of 15 months in a row from August 1989 to January 1990. He was Honolulu's top new recruiter for FY 89. Toyooka lives with his wife Leslie in Honolulu, Hawaii.

Beginner's luck

SSG Julius W. Chan, 26, was selected as Honolulu's top nurse recruiter after only seven months recruiting nurses, with a perfect record of making mission. Altogether, Chan has been recruiting since October 1988. He joined the Army in 1981 and trained as a medical specialist. After a Korean tour he joined the 82d Airborne at Fort Bragg. Chan and his wife Vanessa, both natives of the Philippines, have a three-year-old son, Jules.

Los Angeles

From 1989 to 1990, the U.S. Army Los Angeles Recruiting Battalion slid into an upward glide in production, rising from last place in the brigade to the center of the scale. LTC Richard Holmes grabbed hold and yanked the battalion upright, poised for successful recruiting in FY 91. The civilians and military also began to recognize their value to each other as a support group. Battalion staff have joined hands with the field to make success a definite instead of a maybe.

Coast to coast

SGT Jeff Ingram calls Fort Lauderdale, Fla., his home town, but is making a name for himself on the opposite coast. He ranked top RA recruiter for the Los Angeles Battalion in FY 90 by achieving 157.1 percent GSA and 216.7 percent volume mission. "My idea of recruiting is to heed to the pride, dedication, confidence and motivation of the NCO," he said.

Confident

SSG Veronica Burge says, "No matter how difficult recruiting seems to get, my confidence in my own capabilities always pays off." Burge, a native of Long Beach,



6th Brigade

Calif., has been with the Los Angeles Recruiting Battalion since April 1988. A 00E at Lakewood Recruiting Station, Burge is a top USAR producer for FY 90 with 140 percent volume.

Phoenix

The U.S. Army Phoenix Recruiting Battalion says they're "best in the West" because of teamwork. Leadership, staff, recruiters and family members are proud to be one of only a handful of battalions to achieve combined mission box during FY 90. Phoenix's top USAR recruiter, top USAR nurse recruiter and top guidance counselor went on to rank tops in 6th Brigade.

People person

SSG Christopher S. Andrews says he became a top RA recruiter for FY 90 in

in Cuba, schooled in Venezuela and joined the Army shortly after coming to the United States in 1976. He considers family time with his wife Linda and two sons an important stress reliever.

Portland

The U.S. Army Portland Recruiting Battalion made Reserve mission box for FY 90 with a 107.7 percent effort. The only nurse station in the brigade to achieve combined mission box for FY 90 was also in Portland.

Finish the job

SSG Ozell Johnson finished FY 90 as top RA recruiter in Portland Battalion with 182.4 percent mission accomplishment. He enlisted 31 soldiers from a mission of 17. This 00R recruiter believes that a positive attitude, a good work ethic and diligent follow-up make the difference. "You have to know your job and appear competent," he said. Johnson lives in Portland, Ore., with his wife, Cynthia.

Where's the hurry?

SFC Gregory A. Harestad has been a guidance counselor, recruiter trainer and field recruiter during his eight years with the Portland Battalion. In FY 90 this top USAR recruiter put 33 soldiers in boots, finishing the year with 165 percent mission. "Sometimes you have to sit back and put your feet up and make the applicant feel like you are not in a hurry," he said. He and his wife, Diana, live in Aloha, Ore.



Phoenix Battalion by conducting a good school program and maintaining credibility with prospects. "When the day or the week isn't going well, you just have to continue to march. Get back to the basics and march on," he said. The former military policeman has been a recruiter in Tucson Recruiting Company since December 1988.

Keep upbeat

SFC Luis Cowley believes "great leaders and a positive attitude" are the secrets to his success as a Phoenix Battalion top RA nurse recruiter for FY 90. Cowley was born

An exhibit at the California State Fair netted Sacramento Battalion over 3,000 target-age leads in August. Also, almost 100,000 people viewed "Freedom Isn't Free" during the two-week run of the fair. (Photo by Fred Zinchak)

Sacramento

For the U.S. Army Sacramento Recruiting Battalion, FY 90 was a very good year—combined mission box says it all. One reason for their success is that recruiters took maximum advantage of the support programs available—they held 55 DEP functions, 20 COI events and 100 TAIR events. They also topped 6th Brigade with in-house lead referrals: out of 647 leads in the brigade, Sacramento gathered 148 with nine enlistments.



Phoenix Battalion recruiters SFC Reginald Booker and SSG Charles Evans make time for PT every Tuesday and Thursday morning. (Photo by Diane Richardson)

The best road

SSG Andrea N. Leon Guerrero achieved 23 GSA with a mission of nine and had an overall volume of 28 for 12, earning her the title of top RA recruiter for FY 90 in Sacramento Battalion. This Boston native firmly believes that every young person should be aware of all available career opportunities and that the best road to a successful career is by first earning a high school diploma.

It's fun

SSG Julia Sanchez became a top USAR recruiter for Sacramento Battalion by achieving 60 with a volume mission of 39. "I love recruiting. I think it's fun," said the Seymour, Mo., native. Sanchez completed two assignments as an electronic warfare/signal intelligence Morse interceptor before becoming a recruiter. She and her husband, David have one child, Scott.

A Learning experience

SFC Octave Chretien has been selected as the Sacramento Recruiting Battalion's guidance counselor of the year for FY 90. "Recruiting teaches you a lot about people," he said. "I enjoy developing a rapport and getting involved with my community." He and his wife, Unsim, have one child, Diandra.



6th Brigade

Richardson has the support of wife, Bonnadelle, and children Joseph, 6, Marlayna, 5, and Amanda, 3.

Voice of experience

SFC Todd B. Galloway attributes his success as a Salt Lake City Battalion top USAR recruiter for FY 90 to his 12 years experience in the infantry. "Being on active duty for that long helped me know the Army and its programs and what it has to offer," he said. Galloway enlisted 53 with a mission of 40, making him 133 percent for the year. He and his wife, Shannon, have three children: Jacob, 9, Sarah, 3, and Lauren, three months.

Never fail

SFC John F. Gallegos of the Ogden Recruiting Company is Salt Lake City Battalion's top nurse recruiter for FY 90 with 110 percent mission accomplishment. Gallegos, with USAREC since 1979 as a USAR recruiter, guidance counselor and nurse recruiter, has never failed to make his annual mission. He lives in Layton, Utah, with his wife Linda, daughter Brandy, 19, sons Damon, 16, and Mason, 13.



Youths visit a Special Forces exhibit during a Santa Ana Battalion DEP event.

Salt Lake City

The U.S. Army Salt Lake City Recruiting Battalion stands at the brink of success under the optimistic leadership of LTC Richard L. Rutledge, who is busily spreading his "we can do it" philosophy throughout the 410,000 square miles of the largest geographical battalion in the continental United States. In FY 90, the Army guidance counselors in the three MEPS were rated number one in USAREC in RECON and EDIT procedures, indicating they had the lowest administrative error rate in processing of enlistment packets in the entire command.

Man of his word

SSG Gregory A. Richardson was a Bradley systems mechanic at Fort Knox, Ky., when he called the first sergeant for the Boise Recruiting Company and said he wanted to become a recruiter and would be the best recruiter he ever had. Richardson, a native Idahoan, got his wish and graduated from recruiting school in June 1989. During FY 90, his first full year of recruiting, he was a top RA recruiter in the Salt Lake City Battalion with 156 percent mission accomplishment. "I am honest and down to earth with people," Richardson says. "Basically, they trust me. I also have one of the best DEP referral programs."

San Francisco

Fiscal year 1990 had a dramatic start for the U.S. Army Recruiting Battalion in San Francisco. On October 17, 1989, an earthquake of magnitude 7.1 on the Richter Scale hit the area, causing considerable damage and loss of life. Although no Army recruiting personnel or family members were injured, two recruiting stations had to be evacuated. Despite nature's shake-up, the battalion made its active GSA mission

for eight consecutive months during FY 90, and achieved active mission box for third quarter.

No shortcuts

SFC Anthony Romero Porchia stands out as a San Francisco Battalion top RA producer for FY 90 with a whopping 257 percent GSA mission and 209 percent volume mission. His philosophy of recruiting is, "Hard work, long hours, and a strong sense of duty to the Army." Porchia has been assigned to the Monterey Recruiting Station in Gilroy Recruiting Company since January 1987. A transplanted South Carolinian, he lives with his wife Vanessa, and children, Clyde, 13, Anthony, 10, and Thomas, 8.

Make it count

SSG Robert R. Phipps mission boxed for the year and achieved 160 percent volume production, earning him the top spot for USAR recruiter in FY 90. This Santa Rosa, Ca., recruiter says, "Always working productively is the key." His family includes wife Linda, children, Philip, 5, Austin, 4, and Chelsey, 17 months.

A perfect score

SSG Peter N. Rimstad of Daly City Recruiting Company made 100 percent of his nurse mission for FY 90, making him the battalion's top nurse recruiter. Rimstad was an operating room technician in the Army before coming on recruiting duty. When asked his philosophy of recruiting, he replied, "Recruit with integrity." He is encouraged by his wife, Maureen.



MG Jack C. Wheeler, USAREC commander, imparts a little sage advice to a DEP soldier during his promotion to private 2 in Inglewood, Calif. (Photo by Zanell Osowski)

6th Brigade

Santa Ana

The U.S. Army Santa Ana Recruiting Battalion topped 6th Brigade in GSMA mission accomplishment with 102.4 percent production. They also over-produced in GSA with 101.5 percent and in all RA box categories with 102.3 percent. They're also doing a great job dominating the markets—43 percent of grads and 50 percent of seniors.

Keep it light

SSG Michael Snyder was a "light fighter" with the 7th Infantry Division at Fort Ord, Calif., when he was selected for recruiting duty. After only two years with Santa Ana Battalion, he is a top RA recruiter for FY 90. He keeps fit with basketball and enjoys camping and fishing with six-year-old Michael Jr.

Can't complain

SFC Charles B. Wilcox of the University

Recruiting Station in San Diego is a Santa Ana Battalion top USAR recruiter for FY 90. A California native, Wilcox takes advantage of his location by enjoying scuba diving and fly fishing. His family includes wife Linda, and children Paul, 19, Brandon, 12, and Kelly, 11.

Seattle

The U.S. Army Seattle Recruiting Battalion has 55 ring recruiters—reportedly the most in USAREC. Seattle recruiters continue to benefit from their proximity to Fort Lewis, Wash., where DEP members receive demonstrations and realistic introductions to the Army.

A familiar face

SGT Willie F. Ivey overproduced 33 contracts with a mission of 16—over 200 percent mission accomplishment—and became a top RA recruiter in Seattle Battalion for FY 90. "Become well-known in your schools and your community and take the time to meet and get to know people," Ivey says. "Become a familiar figure." He lives in Tacoma, Wash., with his wife, Vivian, and daughters Vanessa, 3, and Pamela, 1.

Desire to help

SSG Paul D. Leeper brought acclaim to the Renton (Wash.) Recruiting Station during FY 90. He wrote 63 contracts for a mission of 37, making him a top USAR recruiter for the year in Seattle Battalion. Leeper made mission box for the year and earned his recruiter ring in February 1990. He credits his success to "having a sense of dedication to the mission and a desire to help young people get set for college and the future." Leeper and his wife Suzanne have two daughters, Vanessa, 3, and Brittany, 1.



Left to right, Honolulu's SSG Michael Rogers, SFC David Oshiro and SFC Bradford Rodrigues clean up smoke and soot damage in the Army offices of the Honolulu MEPS. (Photo by Ray Graham)

CG's Top 55 Club FY 90

1st Brigade

ALBANY

RA SGT Russell K. Elmy
USAR SSG John P. Danaher

BALTIMORE

RA SFC Ronald Emmons
USAR SSG Carmen R. Evans

BOSTON

RA SSG Randy Brown
USAR SFC Ronald F. Johnson

BRUNSWICK

RA SSG Arnold Ridley
USAR SSG Michael A. Naro

HARRISBURG

RA SSG Al J. Hines
USAR SFC Richard D. Colyer

NEWBURGH

RA SSG Peter E. Smith
USAR SSG John A. Laughton

NEW HAVEN

RA SSG Alvin Berkley
USAR SGT Stanford Jones

NEW YORK

RA SSG Joseph Ferrell
USAR SSG Erddyn Vasquez

PHILADELPHIA

RA SFC Raymond Bing
USAR SFC Michael A. Turner

PITTSBURGH

RA SSG Paul J. Mangon
USAR SSG Michael W. Kuzma

SYRACUSE

RA SGT Scott A. Stemen
USAR SSG Martin E. Herman

2d Brigade

ATLANTA

RA SSG Craig Warren
USAR SFC Kathey I. Long

BECKLEY

RA SGT James Woodside
USAR SSG James J. Eisner, Jr.

CHARLOTTE

RA SSG Johnny L. Bull
USAR SFC Alvin F. Edwards

COLUMBIA

RA SFC Abner B. Henicks
USAR SGT Jeffrey L. Flowers

JACKSONVILLE

RA SSG Robert Curiel, Jr.
USAR SSG Edward A. Jarman

*'Through your skill and
dedicated hard work you
have helped to form the
greatest quality Army in
our nation's history'*

MG Jack C. Wheeler

LOUISVILLE

RA SSG Kenneth K. Doman
USAR SGT Patrick R. Corbitt

MIAMI

RA SSG Benjamin Young
USAR SSG Stanley R. Goggans

MONTGOMERY

RA SSG Glenn R. Rogers
USAR SSG Sandra L. Sasser

NASHVILLE

RA SSG Christopher Johnson
USAR SFC Murray T. Cox

RALEIGH

RA SGT Sherman Patterson
USAR SFC Joseph W. Tolley

RICHMOND

RA SSG Robert J. Whitehead
USAR SFC Earl P. Elmore

SAN JUAN

RA SFC Carlos Rivera
USAR SFC Nivea Acosta-Gonzalez

RA SSG Douglas M. Young
USAR SFC Dale E. Jones

INDIANAPOLIS

RA SSG Mark A. Culp
USAR SFC James J. Graham, Jr.

LANSING

RA SSG Daniel Durand
USAR SGT David L. Lawson

MILWAUKEE

RA SSG Cort F. Mahan
USAR SFC Ralph B. Kwasniewski

MINNEAPOLIS

RA SFC Andrew L. Sterner
USAR SFC Christopher J. Roche

OMAHA

RA SFC Donald P. Sims
USAR SFC Kevin E. Perkins

PEORIA

RA SGT Howard G. Sanchez
USAR SSG David L. Schmutz

RA SSG Michael D. Harris
USAR SFC Timothy C. Benson

LITTLE ROCK

RA SSG Ronald Jones
USAR SFC Thomas E. Carder

NEW ORLEANS

RA SSG Marion L. Mike
USAR SFC Gilda F. Gaudet

OLKAHOMA CITY

RA SSG Nathan B. Rainey
USAR SSG Larry D. Duran

SAN ANTONIO

RA SSG Robert J. Jones
USAR SFC Ralph Martinez, Jr.

ST. LOUIS

RA SGT Timothy Dickerson
USAR SGT Diane Harris

6th Brigade

HONOLULU

RA SSG Josuph G. Frischmann
USAR SSG Ronald U. Deleon

LOS ANGELES

RA SGT Jeffrey Ingram
USAR SSG Veronica D. Burge

PHOENIX

RA SSG Christopher S. Andrews
USAR SFC Alfred King

PORTLAND

RA SSG Ozell Johnson
USAR SFC Bruce W. Barnes, Jr.

SACRAMENTO

RA SSG Tyrone J. Black
USAR SFC James A. Frank

SALT LAKE CITY

RA SSG Joe Kinniken, Jr.
USAR SFC Todd B. Galloway

SAN FRANCISCO

RA SSG Kim J. Ullfers
USAR SSG Fidel L. Balag, Jr.

SANTA ANA

RA SSG Michael Snyder
USAR SFC Charles B. Wilcox

SEATTLE

RA SSG Michael Van Leeuwen
USAR SSG Paul D. Leeper

4th Brigade

CHICAGO

RA SSG Raymond W. Crumpler
USAR SSG David L. Ryan

CINCINNATI

RA SSG Donald A. Bruck
USAR SFC Eddie L. Battle

CLEVELAND

RA SSG Frank Perkins
USAR SFC Larry J. Carver

COLUMBUS

RA SSG Anthony Stone
USAR SFC Timothy R. Lynn

DES MOINES

RA SGT Roy D. Daniels
USAR SFC David J. Wagner

DETROIT

5th Brigade

ALBUQUERQUE

RA SGT Robert Malthaner
USAR SSG Shari L. Croom

DALLAS

RA SFC Vincent N. Walker
USAR SGT Calvin W. Drummonds

DENVER

RA SSG Charles L. Barroll Jr.
USAR SSG Artina Amos

HOUSTON

RA SFC Herbert G. Gold
USAR SFC Linda G. Hamilton

JACKSON

RA SGT James H. Williams
USAR SSG Alford L. Powell

KANSAS CITY



UNITED STATES ARMY
THE CHIEF OF STAFF

25 October 1990



TO THE MEN AND WOMEN OF THE U.S. ARMY RECRUITING COMMAND

1. On behalf of the nation and our Army, I extend to each of you my deep appreciation for your exceptional success over the past year.
2. In every measurable category, you have met or exceeded your goals and have made this the best recruiting year in the history of the volunteer Army. Of equal importance, you have maintained the highest standards of integrity and ethical conduct — standards that are fundamental to our profession.
3. The empirical data — as impressive as it is — is only the outward manifestation of a far more important reality. For your success is truly measured in the performance of the Army throughout the world. Many of the soldiers you recruited fought with distinction in JUST CAUSE, and many others now serve the nation in the Arabian desert. Still others range the globe, from Asia and the Pacific, to central America and central Europe. They have helped make America's Army the finest peacetime force this nation has ever fielded. Each of you should take enormous pride in the part you played in helping create and sustain this magnificent force.
4. Having achieved unprecedented success this year, you must now look to the future. For as we reshape the Army for the 1990s and prepare for the next century, we can never relax in our unrelenting commitment to maintaining the quality force — the overarching imperative for the trained and ready Army of today and tomorrow.
5. I am enormously proud of what you have accomplished. Please accept my sincere congratulations on a job well done.

Carl E. Vuono
General, United States Army
Chief of Staff